COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

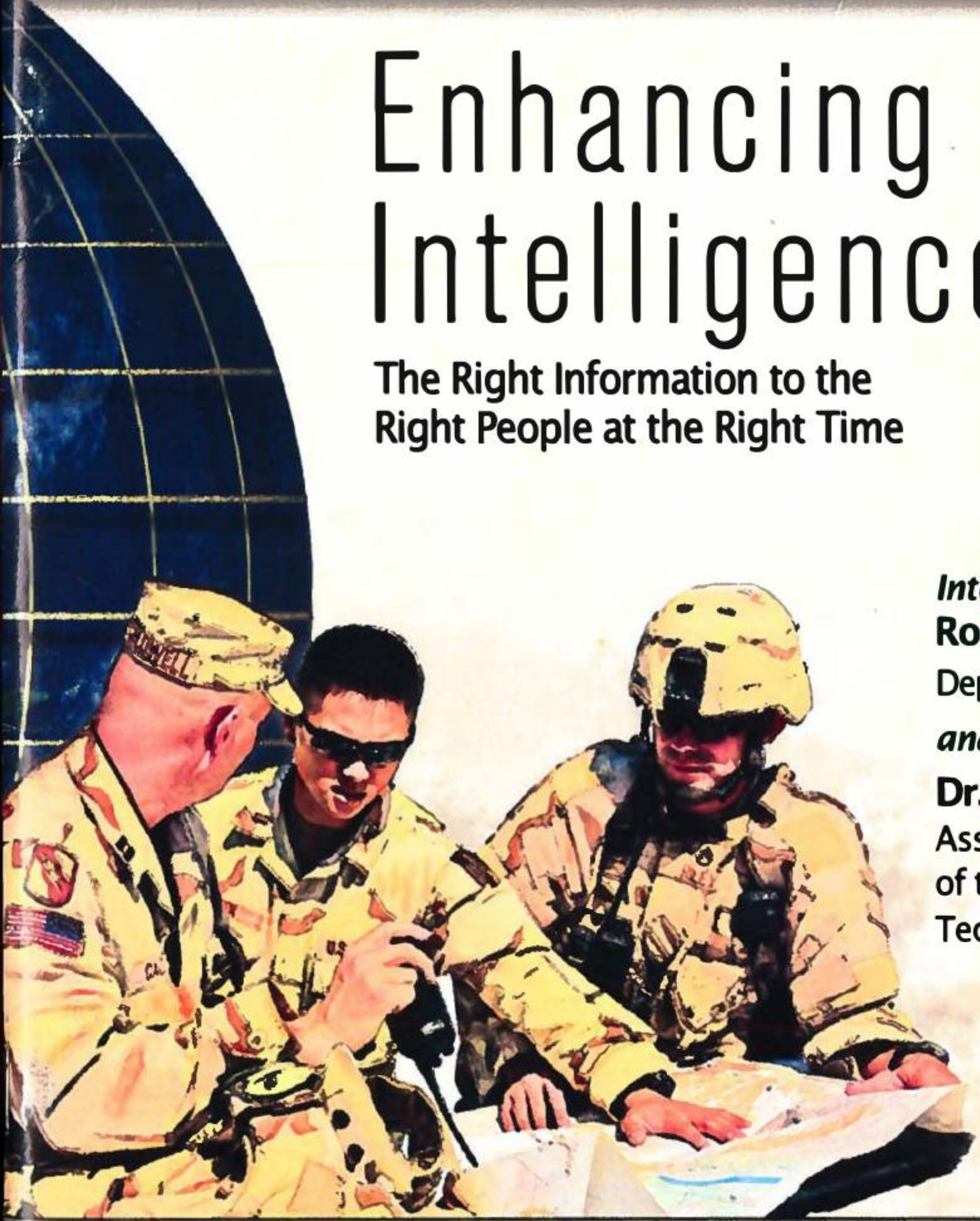
MARCH/APRIL 2007

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Enhancing Intelligence

The Right Information to the Right People at the Right Time



Interviews with

Robert T. Cardillo

Deputy Director for Analysis

and

Dr. Paul R. Schomber

Associate Deputy Director of the Science and Technology Group

PLUS...

- A Year of Lean Six Sigma
- A Critical Need: DIA's Foreign Language Program
- DIA 'Lady' Volunteers at Arlington

Interview with MSIC's Clyde Walker

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march/april 2007

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LTG Michael D. Maples
Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Betsy L. Allison
Paul S. Cianciolo
Sarah E. Moseley
Lorette A. Murray
Chalessa Y. White
Editorial Staff

SSgt Tiffany L. Dlugi
Myles J. Scrinopskie
Design/Layout

Enterprise Operations Data Services Division
Printing and Posting

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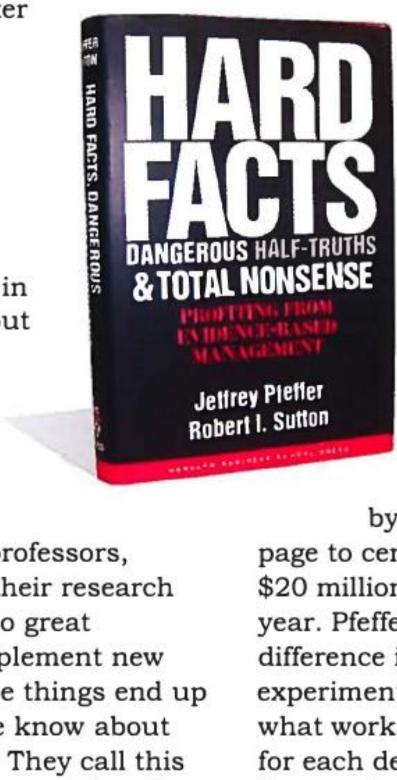
Evidence-based Management: Can it be Used in the INTELLIGENCE COMMUNITY?

By Adrian "Zeke" Wolfberg, CS

The book review this month is on "Hard Facts, Dangerous Half-Truths, and Total Nonsense" by Jeffrey Pfeffer and Robert I. Sutton, published in 2006. I chose this book because I attended a Director of National Intelligence Strategic Issues Speaker Series event in January and the speaker introduced evidence-based management — a methodology that came from the medical profession — as a way of improving decisions. The speaker challenged the intelligence professionals in the audience to think about how an evidence-based management approach could be helpful in the community.



The authors, Stanford University management professors, wrote this book because their research found that people try to do great things to produce and implement new knowledge; however, those things end up clashing with what people know about organizations and others. They call this conflict the "doing-knowing problem." This led them to advocate evidence-based management for business applications because it can provide the requisite knowledge to do things better.

So, what is evidence-based management? The authors say it is a way of seeing the world and thinking about the craft of management. Utilizing better, deeper logic and employing facts produces better results. They say one needs a certain kind of mindset to use evidence-based management, including the willingness to put aside belief and conventional wisdom. It also takes a strong commitment to find facts and information to make more informed judgments.

For example, Yahoo! determines the content and layout of their Web site by not making decisions. What that means is they don't make a decision for every suggested change. What they do is try many different options and learn what works best. In one case, they experimented with the position of the search box by moving it from the side of the page to center. It resulted in an additional $20 million in advertising revenue a year. Pfeffer and Sutton believe that this difference in mindset — a willingness to experiment with many things and learn what works instead of debating endlessly for each decision — yields benefits across the spectrum.

The authors argue that implementing an evidence-based management approach is not a quick fix but rather a journey fraught with obstacles. The primary barrier is resistance by the organizational hierarchy because evidence-based management "changes the power dynamics by replacing formal authority,

reputation and intuition with data." The authors also provided guidelines to help overcome barriers. Their first guideline is very interesting because it not only uses analytic thinking about how we do what we do, but it could also be helpful for the analysis itself: be more cognizant of the relationship between cause and effect, understand why "best practices" or methods work or why a practice failed, and get in the habit of experimenting. They provided other guidelines as well, but I'll let you read the book.

Next, they discuss the contributions that leadership can make to help implement evidence-based management. They say that leaders have the most positive impact when they help build an environment where the "actions of a few powerful and magnificently skilled people matter the least." Said another way, the best way to view leadership, according to Pfeffer and Sutton, is they have the task of designing organizational environments, teams and culture so that others can succeed.

Finally, I wondered about the role of the knowledge worker — the analysts and collectors. What would our play be in evidence-based management? Is this just what management does? Not according to the authors. They cite research that shows that when employees are allowed to "invent, find, test and implement the best ideas," the organization makes fewer mistakes, learns more and benefits from increased innovation.

What have I learned from reading this book, and can I respond to the challenge from the speaker? Well, I don't have a definitive answer. However, I think evidence-based management can support two important intelligence community behaviors: the quest for and evaluation of data by analysts and experimentation to find, compare, and confirm or deny ideas. I was glad the event reviewed this topic, and I hope to see more opportunities to discuss this issue.

The Knowledge Lab purchased 30 copies of "Hard Facts, Dangerous Half-Truths, and Total Nonsense" and is providing them to DIA employees. If you are interested in receiving a copy, please contact Zeke Wolfberg at (202) 231-6449.

Post of the Month: U.S. Defense ATTACHÉ OFFICE PRETORIA

By the Directorate for Human Intelligence, DH

Post Highlights

The Republic of South Africa is a vibrant mix of Western and African traditions. Located at the southern tip of the African continent, it is about twice the size of Texas and the ninth largest country in Africa. The Republic of South Africa's separate and distinct cultures and languages can be seen and heard throughout the country. South Africa has a vital economy, and a variety

Photo submitted by DH

Foreign attachés visit the South African base.

ZIMBABWE
BOTSWANA
Messina
MOZ
NAMIBIA
Polokwane
PRETORIA
(TSHWANE)
Johannesburg
SWAZ
Upington
Kimberley
Bloemfontein
Ladysmith
Richards Bay
LES
Durban
De Aar
SOUTH ATLANTIC OCEAN
Saldanha
Cape Town
Port Elizabeth
East London
INDIAN OCEAN
Cape of Good Hope
Prince Edward Islands not shown
0 100 200 km
0 100 200 mi

of consumer goods are readily available in most parts of the country. Catering to the many tourists who come to visit its majestic game parks or enjoy its abundant coastline, South Africa is a nation of modern conveniences and state-of-the-art facilities. It's rich in natural resources, particularly minerals, and is an agricultural powerhouse, providing for all of its domestic food consumption.

Pretoria, the nation's capital, is primarily comprised of the Afrikaner and Sotho ethnic groups, with their languages being heard throughout the city. Pretoria spreads out around a central area, with residential neighborhoods sprawling into the surrounding hills. Nearby Johannesburg offers Pretoria residents an almost endless variety of entertainment options, including nightclubs, movie theaters and shopping malls. South Africa also serves as a gateway to southern Africa, with most flights to neighboring countries, such as Namibia and Mozambique connecting in Johannesburg or Cape Town.

Host Country Highlights

South Africa's history is rich and complex. Apartheid, the institutionalized form of racial segregation that was established by the minority white government in 1948, was abolished in the early 1990s. Political reform was quick, and Nelson Mandela became South Africa's first democratically elected black African president in 1994. The country is a parliamentary democracy, with a president elected to a five-year term by the National Assembly. The current president, Thabo Mbeki, was elected to his second term of office in April 2004. Mbeki has focused on the economic, political and cultural transformations of South Africa. His government is working to reduce poverty, stimulate economic growth and fight crime.

Operational Highlights

The U.S. Defense Attaché Office (USDAO) in Pretoria is an integral part of the U.S. Embassy's country team and has a vital mission. Led by Defense Attaché Col Michael J. Muolo, the USDAO provides the interface between the U.S. and South African agencies to further policy objectives in southern Africa. All of the attachés are heavily engaged in activities with the different branches of the South African National Defense Force. The USDAO also serves other important functions, including facilitating port visits by U.S. ships and hosting numerous VIP visits, such as general officers and CAPSTONE contingents. USDAO Pretoria works to raise standards of the South African National Defense College, the Executive National Security Program, and other South African schools to help them become competitive with academic structures at the National Defense University.

Location: Pretoria, South Africa
Population Size: 47,432,000
Primary Language: English — Official languages: English, Northern Sotho, Southern Sotho, Afrikaans, Zulu, Venda, Xhosa, Ndebele, Tswana, Tsonga and Swati
Basic Greeting in Southern Sotho: Lumela! (doo-may-luh) — Hello

Meet the Canadian Forces INTELLIGENCE LIAISON Office

By the Office of International Engagement, IE

Do you know what a "bluenoser" or "newfie" is? Ever heard of a "shamozzle"? If you haven't, ask our Canadian colleagues on the sixth floor of the DIAC to enlighten you. Of course, they do more than provide translation services for Canadian jargon. They play an important role as partners in the intelligence community (IC) and work closely with the Office of International Engagement (IE) to foster and maintain good relations between DIA and Canadian defense intelligence.

Origins and Mission

Officially known as the Canadian Forces Intelligence Liaison Office (CFILO), this relationship has existed for well over three decades when DIA was still located at Arlington Hall Station. This strong bilateral relationship has remained steady, with CFILO occupying the same sixth floor offices in the DIAC since 1984. The office is comprised of five personnel in the DIAC and two liaison officers at the National Geospatial-Intelligence Agency, as well as CFILOs in the Office of Naval Intelligence and the U.S. Army's Intelligence Center at Fort Huachuca, Ariz. In addition to these positions, they maintain integrated analysts in DIA's Joint Intelligence Analysis Office (JIA), the Armed Forces Medical Intelligence Center (AFMIC), the Joint Improvised Explosive Device Defeat Organization (JIEDDO) and the Stone Ghost Central Management Office.

Photo by WO Ron Bell, CFILO

Canadian liaison officer Capt. Chris Pelletier, left, works with American 2LT Toni Connelly.

The office has transformed in parallel with DIA to ensure that their analysts are integrated with our analysts in support of the war on terrorism and worldwide counterproliferation initiatives. This transformation will continue as the office prepares to collocate with the Defense Joint Intelligence Operations Center (DJIOC) to enhance U.S./Canadian intelligence interoperability. In addition to supporting DIA by leveraging Canadian intelligence resources, Lt. Col. Brad Smith and his team provide intelligence support to the more than 2,900 Canadian soldiers, sailors and Air Force personnel who are deployed overseas on operational missions. On any given day, 8,000 Canadian forces members — about one third of deployable forces — are preparing for, engaged in or returning from an overseas mission.

The Team

Smith, the Canadian forces intelligence liaison officer at the DIAC, returned to Bolling Air Force Base for his second tour in the summer of 2004 from the Canadian Forces Joint Headquarters (J2) in Kingston, Ontario. There, he was responsible for the deployment of Canadian forces expeditionary missions worldwide. Smith's previous assignments, in addition to his first tour in the CFILO at the DIAC in the mid-1990s, include chief, National Defense Intelligence Center, and Canadian intelligence liaison officer in Qatar during Operation Iraqi Freedom in 2003.

Lt. Cmdr. Debra Mayfield has served as Smith's deputy since her arrival in July 2006 from the National Defense Headquarters in Ottawa. She enlisted in the Canadian Navy in 1977 as an oceanographic technician and was commissioned in 1991 into the intelligence branch of the Canadian Forces. Mayfield previously served as an exchange officer in the U.S. Navy's Undersea Surveillance Atlantic Command in Norfolk, Va., and the North American Air Defense Command as a watch officer during the Sept. 11 terrorist attacks.

Since January 2005, Capt. Chris Pelletier has served as the Canadian liaison officer, monitoring global hot spots in order to support the potential deployment of Canadian forces. He enlisted in the Canadian Armed forces in 1982 as an artilleryman and later transitioned to the intelligence branch as an analyst. In 2001, he was commissioned as an intelligence officer. This is also his second tour at the DIAC, having previously served as a warrant officer in the same office in the late 1990s.

Warrant Officer Ron Bell, an information management officer, is responsible for all aspects of intelligence dissemination with DIA analysts in the DIAC. He comes to the DIAC from the Canadian forces attaché training support staff in Ottawa. He served as an armor/reece crewman in Germany, a paratrooper with the 8th Canadian Hussars, a peacekeeper under United Nations Protection Force outside of Sarajevo, Bosnia in the mid-1990s, and a member of Canadian Forces Station Alert at the North Pole. In 1996, he reclassified as an intelligence operator focusing on all aspects of military intelligence as well as targeting, imagery and attaché training.

Janet Bell arrived in September 2005 as a Department of National Defense civilian, where she serves as the Stone Ghost

The Canadian Forces Intelligence Liaison Office, from left to right: Cpl. Travis Killoran, Capt. Chris Pelletier, Lt. Col. Brad Smith, Lt. Cmdr. Debra Mayfield, Janet Bell and WO Ron Bell.

Photo submitted by CFILO

representative to DIA and the IC. As a retired signals non-commissioned officer, She served with Canadian forces in Lahr, Germany, the Canadian Forces Station Alert, as well as a six-month stint with the United Nations Disengagement Force in the Golan Heights in 2000.

Cpl. Travis Killoran is the office manager and is responsible for the day-to-day operations of the organization. Killoran enlisted in 1995 as an infantryman and reclassified to the intelligence branch in 2005. Killoran served two tours with Implementation Force/Stabilization Force in the former Bosnia-Herzegovina as a paratrooper. He most recently served as a recruit drill instructor at the Canadian forces recruit school in St. Jean, Quebec.

For more information on Canadian forces, visit CanadianAlly.com on NIPRNet, which is maintained by the Canadian Embassy in Washington, or visit the Stone Ghost interface on JWICS.

Moving DEFENSE INTELLIGENCE Forward: Implementing the JIOC Enterprise

By Sharon A. Houy, CE

With the fall budget decisions and the recent signing of a deputy secretary of defense memo entitled "Guidance on Executive Agency and Support Services Related to the Transfer of Joint Analysis Center/Joint Intelligence Centers (JAC/JICs) into the Military Intelligence Program (MIP)," we have moved into the implementation phase for the JICs/JAC MIP Implementation Study (JMIS). This final decision moves all the combatant command intelligence directorate (J2) resources into the DIA MIP and goes far beyond the original decision, which was limited to the JICs/JAC.

Moving all the resources into the DIA MIP allows both DIA and the commands to look at the total resource picture — with complete transparency into the funding and personnel — and make smart decisions and recommendations on resource allocation. According to the Joint Intelligence Operations Center (JIOC) execute order, one of the key functions of the Defense JIOC is to advocate for combatant command intelligence resources. This resource decision gives LTG Michael Maples, in his roles as DIA MIP program manager and director of the DJIOC, the opportunity to advocate for the entire combatant command J2 — far beyond the role he had with the commands as General Defense Intelligence Program manager.

JIOC Enterprise Model

The JIOC Enterprise Model provides a solution that preserves command authorities, efficiently and effectively executes intelligence funds, and interconnects the JIOCs through a common civilian personnel and funding system. It improves interoperability among command intelligence personnel and DIA, improves collaboration on tough intelligence challenges, and allows for common analytic training, tools and standards.

Under the JIOC Enterprise Model,

Executive Board: A New Way of Doing Business

The DIA Command Executive Board is ensuring the development of enduring enterprise solutions for the management of combatant command DIA MIP resources. The combatant command J2s are included in JMIS transition planning and DIA policymaking through a monthly video teleconference. The working groups have established combatant command-wide and cross-directorate networks on specific functional topics to develop bottom-up recommendations to the executive board. The results of the executive board are forwarded to the director, DIA.

Executive Board membership consists of a core body of designated representatives from the following organizations:

- **Associate Deputy Director — Chair**
- **Directorate for Administration — Vice Chair**
- **Command AJ2s**
- **Joint Chiefs of Staff / J2**
- **DIA Directorates / Special Offices**

The board consists of the following working groups, subject to change:

- **Analytic Tools / Skills Development**
- **Human Capital and People**
- **Acquisition and Investment**
- **Logistics / Administration / Security**
- **Oversight and Compliance**
- **Combatant Command Support Footprint**

DIA manages command intelligence resources — force structure, human capital and funding — allowing it to assign personnel and billets to the command joint table of distribution. The military members will receive personnel support from the commands and services as they do today, while the combatant command J2 civilians will become DIA employees. Although their funding stream has changed, these military and civilian employees retain their combatant command status.

The civilian personnel transition will occur in phases, with U.S. Central, Northern, Southern, Strategic and Transportation commands in fiscal year (FY) 2008, and U.S. European, Joint Forces, Special Operations and Pacific commands, including U.S. Forces Korea, in FY 2009. The JMIS team also has been working with the new U.S. Africa Command planning cell regarding its future J2 staff.

The overall objective is to globally maximize the interoperability of the command J2 intelligence resources and to promote transformation of defense intelligence. This enterprise solution ensures success of key remodeling defense intelligence initiatives, such as the Defense Intelligence Analysis Program (DIAP) and DoDIIS Way Ahead, and enhances resource flexibility and responsiveness to changing national priorities.

Improved Defense Intelligence Analysis

Because DIA will manage command intelligence resources, a common culture among DIA and command intelligence analysts will develop. Having DIA-funded employees at both the DIA headquarters and at the combatant commands increases the potential collaboration and understanding of tough intelligence problems. Combining these resources creates the foundation for enterprise-wide standards for analytic methodology, training and tools. It also supports

the undersecretary of defense for intelligence's decision to implement the DIAP. Development of the JIOC enterprise increases the flexibility to apply expertise to the commands' toughest intelligence challenges.

Moreover, these command civilians, now funded by DIA, can build a career progression in ways not previously available. Employees will have new opportunities for enhanced training, common resources and standards for personnel assessment and self-improvement, and improved professional development consistent with others in the defense intelligence community.

The JIOC Enterprise Model is a principal sub-component of the larger defense intelligence enterprise. It facilitates professionalizing the analytic work force through resource advocacy and work force improvement programs. It will provide new mission capabilities through improved access to training, analytic tools and expertise and will help synchronize the DIAP and command intelligence priorities.

A Year of LEAN SIX SIGMA

By the Office of the Chief of Staff, CS

DIA recently celebrated its one-year anniversary of the Lean Six Sigma deployment. In accordance with the Department of Defense (DOD) Continuous Process Improvement Program, the agency has achieved a great deal this past year and has much to be proud of. DIA's commitment to Six Sigma has enabled it to stay ahead of the larger DOD requirement for process improvement initiatives and has provided the framework to improve many core processes and, ultimately, our support to the warfighter. Each directorate has participated through the training and teaming efforts to eliminate duplicative work and reduce variation in the way we perform core processes. The results are impressive! Money is better spent, cycle times have been reduced and the quality of support is improving.

Some of the significant Six Sigma accomplishments from the last year include:

- Trained 172 Green Belts and 16 Black Belts
- Established Performance Management offices in the directorates for Administration (DA), Analysis (DI), Human Intelligence (DH), and Information Management and Chief Information Officer (DS); and the offices of the Acquisition Executive (AE) and Chief Financial Executive (FE)
- Hired two Master Black Belts
- Developed in-house Green Belt materials
- Certified 13 Green Belts and six Black Belts as Lean Six Sigma professionals
- Conducted Champion executive-level training

Throughout the last year, Black Belt and Green Belt candidates have conducted a variety of projects to improve processes throughout the agency. Chris Diez, a Six Sigma Black Belt in the Chief of Staff's Performance Management Group

(CS-3), worked on a project dealing with processing Government Purchase Card reconciliations. The bank policy offered its cardholders a rebate up to 2 percent of the amount spent if they could process their reconciliations within 30 days. DIA was missing the opportunity to receive thousands of dollars each month due to a lengthy process.

Diez formed a team of subject matter experts and process owners and began to investigate the problem. They first defined the problem and received concurrence AE and FE. From there, the team began to analyze what they had. After determining the root causes, the team began brainstorming options for improvement. With these improvements approved by the leadership, Diez and his team established mechanisms to keep the process in control. As a result, DIA is realizing hundreds of thousands of dollars each month. DIA has improved its rebate from $1,500 per million spent to $4,500 per million spent, a 300 percent improvement! In the last two months of fiscal year (FY) 2006, DIA received more than $130,000 — more than all of FY04 and FY05 combined.

Diez's project is just one of the many successes from Six Sigma's first year at DIA. CS would especially like to thank all of the directorate sponsors for their involvement, as well as recognize Deputy Director Letitia "Tish" Long as DIA's Lean Six Sigma Champion. Long reviews the Green and Black Belt projects on a monthly basis as the chair for the Performance Excellence Leadership Team and her support has been immeasurable.

On Feb. 15, Deputy Director Letitia "Tish" Long awarded the following individuals their Six Sigma certifications:

BLACK BELTS

Treasure Arquieta, CS
1st Black Belt Project: Reduced the training time for DH collectors
Sponsor: Michael Pick

2nd Black Belt Project: Improved DH training capacity to satisfy training needs
Sponsor: Michael Pick

Christopher Diez, CS
1st Black Belt Project: Improved Government Purchase Card reconciliation process
Sponsors: Diane Bray and Judith Oxman

2nd Black Belt Project: Improved manning, personnel awareness and products produced by the JITF-CT Warning Fusion Center
Sponsor: Jeffrey Rapp

Doug Ellmore, CS
1st Black Belt Project: Improved the DS action request process
Sponsor: Michael Pflueger

2nd Black Belt Project: Improved on time submission rate of DH high-level military awards
Sponsor: Frederick Wong

GREEN BELTS

Office	*Greenbelt*
AE	Melvin Smith
CS	Jennifer Marsik
DA	Don Washington
DH	Charlene Griffin
DH	Richard Martinez
DHMO	Joseph Grable
DI	Tamara Lewis
DS	David Nussbaum
FE	Hector Hermosilla
FE	Genelle Mattox
HC	Ronald Hill
HC	Lois King
HC	Greg Manora

The future for the Lean Six Sigma deployment includes bi-monthly Green Belt training, semi-annual Black Belt training and Champion training for DIA's executives. We are also very excited to be working on a Lean Six Sigma video with DIA's multimedia staff. CS-3 continues to make strides in changing the culture to a high performance organization one person and one project at a time. We are well underway to achieving our goals in the Strategic Plan of 500 Green Belts, 80 Black Belts and eight Master Black Belts. If you are interested in making a difference in DIA, sign up for the next Lean Six Sigma class.

Photo by Jera T. Stubblefield, DA

Chris Diez, center, receives his Black Belt Certification from Deputy Director Letitia "Tish" Long and J.D. Sicilia, chief of the Performance Management Group.

Sponsor	*Project*
Mark Bogart	Automated GPC reconciliation
Michael Pick	Improved system access for entry-level professionals
James Manzelmann	Improved DIAC Café experience
Michael Pick	Reduced pre-deployment cylce time
David Leatherwood	Improve availability of intelligence information reports
Stephen Norton and Yurij Holowinsky	Established human intelligence efficacy measures
Melissa Drisko	Established training requirements management
Michael Pflueger	Improved software installation procedures
Michele Platt	Improved the obligation reporting process
Michele Platt and Michelle Donald	Improved the military interdepartmental purchase request process
Denise Peters, Melissa Daston and Catherine Smith	Established DIA course evaluation process
John Allison	Improved the Joint Intelligence Virtual University content management process
Jerry Mraz	Improved the Air Force officer efficiency report process

PRESERVING the Past, INFORMING THE PRESENT

By Dr. Roy L. McCullough, DA

The DIA Office of Historical Research (OHR) develops and preserves the institutional memory of DIA and prepares timely and relevant historical products in support of military intelligence and national security requirements. OHR personnel promote greater historical awareness among the DIA work force, provide an accurate historical foundation for analytical studies and policy development, and contribute to the history of intelligence and national security in ways that support the DIA mission.

In recent months, OHR has undergone dramatic transformation. Under the leadership of Betsy Hennigan, OHR director, the office has experienced significant personnel growth, developed a new mission statement, and launched several exciting research, writing and curatorial initiatives. Current research projects include a history of the Iraq Survey Group, a historical overview of DIA contributions to the Global War on Terror (GWOT) and a general history of DIA from 1961 to the present. OHR recently unveiled a large exhibit covering key moments in the history of military intelligence and they are currently developing a number of other educational exhibits for the DIA work force about the history of the agency. The office is also establishing an oral history program aimed at capturing and preserving the recollections and insights of current and former DIA employees.

DIA's new History Office team, from left to right: Richard Shuster, Judy Bellafaire, Michael Petersen, Janet McDonnell and Roy McCullough.

Photo submitted by DA

One of the greatest strengths of the office is the broad range of experience and diverse fields of specialization represented by its five historians, who all hold doctorates in history and are active scholars in their fields.

Roy McCullough holds a doctorate in history from the University of Illinois at Urbana-Champaign and master's and bachelor's degrees from the University of Delaware. McCullough specializes in military history and has more than 12 years of experience providing historical and analytical support to a variety of government agencies. McCullough's book, "Coercion, Conversion, and Counterinsurgency in Louis XIV's France," was published March 15. He is currently working on a history of DIA support to the GWOT and a historical analysis of intelligence support to counterinsurgency operations.

Janet McDonnell received her Ph.D. from Marquette University and has more than 20 years of experience as a federal historian with the U.S. Army Corps of Engineers, the Defense Logistics Agency and, most recently, as the bureau historian for the National Park Service. She has published several scholarly articles and six major books, including "After Desert Storm: The U.S. Army and the Reconstruction of Kuwait;" "Supporting the Troops: The U.S. Army Corps of Engineers in the Persian Gulf War;" "The National Park Service: Responding to the September 11

Terrorist Attacks;" and "Dispossession of the American Indian: Indian Land Policy, 1887-1934." She is currently writing topical histories, as well as conducting oral histories in support of DIA planning and operations.

Richard Shuster has a doctorate in history from George Washington University and specializes in weapons of mass destruction (WMD) and non-proliferation issues. His recent book, "German Disarmament after World War I: The Diplomacy of International Arms Inspection, 1920-31," examines international weapons inspections in Germany in the post-World War I period. Shuster recently completed a large classified study examining the postwar investigation of WMD in Iraq entitled "Find, Exploit, Eliminate: The Iraq Survey Group from WMD to Counterinsurgency." He is currently working on a study of intelligence support to counterproliferation efforts in Asia and the Middle East.

Michael Petersen's doctorate in history is from the University of Maryland, College Park. He served on the staff of the National Security Council and with the Nazi War Crimes and Japanese Imperial Government Records Interagency Working Group at the National Archives and Records Administration. His forthcoming book, "Missiles for the Fatherland: Peenemüende and the Forging of Hitler's V-2," will be published in 2007. He is presently researching the history of the agency, tentatively titled "Standing Watch: A History of the Defense Intelligence Agency."

Judy Bellafaire holds a doctorate in American history and a master's in American history and museum studies from the University of Delaware. She spent seven years at the Army Center of Military History and ten years at the Women's Memorial Foundation in Washington, researching and writing the history of women and minorities in defense of the nation. Bellafaire is co-author of a book on servicewomen during the Korean War era, and her latest work, a history of women military physicians, is currently under consideration by an academic press. She is conducting research on the contributions of women and minorities to the field of intelligence.

If you are interested in learning more about OHR's capabilities and products, visit the their Web site on JWICS at *http://www.dia.ic.gov/homepage/aboutdia/History/history_index.html* or contact them at (202) 231-8397.

Few and Far Between: WOMEN MILITARY ATTACHÉS

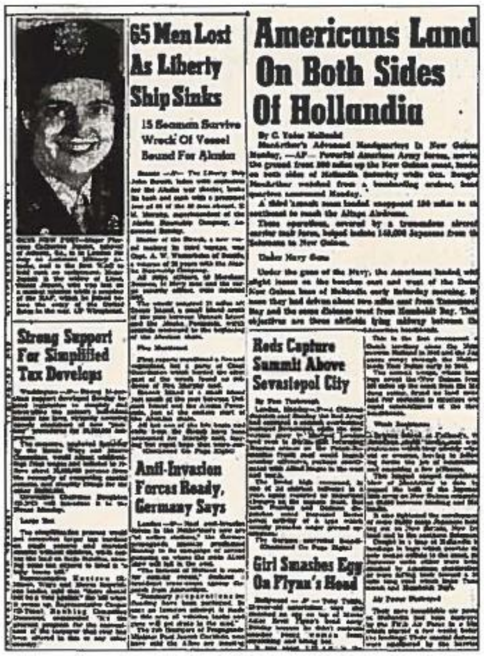
By Judy Bellafaire, DA

Editor's note: This article is in recognition of Women's History Month, observed in March.

Women began serving as assistant military attachés during World War II, when a manpower shortage forced the armed services to put women in uniform. Although social attitudes have shifted over the years, women attachés remain few in number.

The first female assistant military attaché was Florence Catherine Jepson, a native of Atlanta. Jepson's husband, a pilot, joined Great Britain's Royal Air Force before the United States entered the war, and was shot down during a combat mission. In memory of her husband, Jepson wanted to make a direct contribution to the war effort. She applied for and was accepted into officer training when the Women's Army

Auxiliary Corps (WAAC) formed in the spring of 1942. At age 31, Jepson was appointed as a first officer, the equivalent of an Army captain, in the WAAC.



65 Men Lost As Liberty Ship Sinks

15 Seamen Survive Wreck Of Vessel Bound For Alaska

Americans Land On Both Sides Of Hollandia

Strong Support For Simplified Tax Develops

Reds Capture Summit Above Sevastopol City

Anti-Invasion Forces Ready, Germany Says

Girl Smashes Egg On Flynn's Head

This photograph of MAJ Florence Jepson appeared in the Kingsport News, Kingsport Tenn., April 24, 1944.

By 1943, WAACs had proven their efficiency and abilities in the fields of administration and communications, and Army commanders around the world were clamoring for units of uniformed women. However, the Army hesitated to send the women overseas. If the enemy captured a WAAC, she would not be entitled to the protections afforded to military personnel by the Geneva Conventions because WAACs were auxiliaries assigned to serve with the Army rather than in it. Because of this, the Army disestablished the WAAC and created the Women's Army Corps (WAC), a bona fide Army corps in which women served as soldiers. Almost immediately, the Army began sending units of WACs overseas.

Although she longed to serve overseas, Jepson, recently promoted to major, was assigned to the Military Personnel Division of the Army Service Forces. There, she researched Army policies to use as a basis for WAC personnel decisions. In early 1944, Jepson received her dream assignment as an assistant military attaché at the U.S. Embassy in London. In this position, Jepson was able to serve her country by aiding the ally her husband had sacrificed his life for. She arrived at the embassy in the midst of the hectic top-secret preparations for Operation Overlord, the Allied invasion of German-held France that was scheduled for the first week of June.

When the war ended in 1945, the military services rapidly downsized and the vast majority of servicewomen were discharged. Although a small number of women remained in uniform during the early years of the Cold War, their duties did not include assignment to the attaché corps. For twenty years, the armed forces reflected the overall attitude of American society that men and women were best suited for different types of jobs and that a position in the attaché corps should be filled by a man.

In 1965, LTC Mary Becka set a new precedent as an appointed attaché to the African nation of Chad. While Becka was there, civil war erupted. She gained the confidence of Chad's president, Francois Tombalbaye, and successfully represented U.S. interests in the region. Becka also served as the defense attaché to Liberia, the Congo and Zaire. Her successful, groundbreaking career as an attaché, coupled with society's increasing acceptance of women in non-traditional roles, led the Department of Defense to begin training more women officers as attachés.

Traditionally, all the services — except the Army — selected attachés from the ranks of fighter pilots, ship captains and tank drivers, but few women fit that profile. The Army, however, made exceptions to this tradition. For example, COL Sue Ann Sandusky served as the defense and Army attaché at the U.S. Embassy in Abuja and U.S. Consulate in Lagos, Nigeria, from 2004 through 2006. She had been a personnel specialist before she was selected for attaché training from the Adjutant General Corps.

It has been 63 years since Jepson was appointed as the first female assistant military attaché and 42 years since Becka was appointed the first female defense attaché. As of 2000, women comprised 15 percent of the armed forces, with only 4 percent of the defense attachés being women. These statistics show that today, female defense attaches are still few and far between.

New Ways to 'Talk' with our DEAF CO-WORKERS

Communication is the key to sharing intelligence, but how do we communicate? Primarily, we talk. Open work areas without a sight barrier are being constructed for analysts to maintain constant sharing with one another and enhance communications.

Clearly deaf personnel do not have access to all this "talk," so how do we share intelligence, or simply communicate, with our deaf colleagues? We often use forms of written communication like e-mail, sitting at someone's computer and typing to one another in "Word" or "Notepad," or using instant messages. Wouldn't you agree though, that it seems that written communication is not always as efficient — that we can accomplish more in one minute of talking than we could in countless e-mails?

The Equal Opportunity Office (EO) recognizes the need to provide access to better communication methods for deaf personnel, allowing equality of opportunity in the workplace. EO provides interpreting services that you, as the deaf person's colleague or supervisor, can request via the Interpreter_Requests e-mail address on either JWICS or NIPRNet, or through EO's Web site. However, interpreters can only be where you have requested and the need to talk can't always be predicted. Thus, EO has developed two new ways for employees to think about "talking" with their deaf co-workers: American Sign Language (ASL) training and video interpreting.

Survival Sign Language training is currently under coordination as a joint effort between EO and the Directorate for Human Capital (HC). Iterations of this course are scheduled to begin in late March or early April, so be on the look out through eZHR.

Photo by Shaun W. Tray, EO

A deaf employee talks with a co-worker using EO's remote interpreting services on the Tandberg™.

Video interpreting allows for personnel to access interpreters remotely. EO has ASL interpreters on call from noon to 4 p.m., Monday through Friday, on the Digital Voice Transmit Communications (DVTC) network, also known as the Tandberg™. The equipment is located on JWICS and the interpreters are cleared to the SCI level. This method allows personnel to go to the deaf person's desk, dial-up an interpreter via his/her DVTC and have a spontaneous conversation. Plans are also in the works to enable deaf personnel to make secure phone calls via remote interpreting services.

As one deaf customer said, "EO has broken the service location barriers with our DVTC. The sign language interpreters now are capable to provide world-class worldwide interpreting services for DIA employees and customers wherever the DVTCs are."

Stay tuned to future Communiqué articles for more information about how you, too, will be able to use remote-telephone interpreting worldwide. If you would like additional information on the sign language training or the video interpreting, please contact EO at (202) 231-8178.

EVOLUTION OF CRITICAL DISCOURSE: New Ways to Think and Collaborate

By Adrian "Zeke" Wolfberg, CS

Like most other organizations, DIA has developed consistent patterns of interaction across staff meetings and one-on-one conversations. These patterns are so prevalent that within a few months of joining the agency, entry-level employees learn what one can and cannot say in a meeting or when talking to a manager, or when it is inappropriate to ask questions. These communication patterns can limit possibilities and lead to unintended consequences, such as employees withholding critical information, acting on assumptions that are inaccurate and shutting down discussions that need to continue.

> "The workshop taught us how to discuss issues and communicate our position while still leaving the other person with the right feeling."

To address these challenges, DIA's Knowledge Lab launched the Critical Discourse Program in 2005 as a way to improve communication and collaboration throughout the agency. The Critical Discourse Program consists of a series of highly interactive workshops and individual coaching sessions to help participants improve and apply their growing interaction skills, such as the ability to respectfully challenge assumptions, effectively question others to uncover their knowledge and skillfully defend one's own findings.

The first iteration included participants from a variety of positions and levels of experience across DIA. On the first day of the workshop, individuals came with clearly identified concerns about how they were able to interact with others in difficult situations based on their own work experiences. How well did it work? As one participant said, "Critical discourse helps us to slow down and analyze what we think and what we say to people to allow deeper and clearer communication and ultimately accomplish some true learning and respect toward each other."

The Critical Discourse Program has evolved and has been increasingly offered to existing teams rather than to groups of unrelated individuals. Teams are able to practice the skills in the workshop and immediately put them to use at their next encounter. In fact, the program is gradually becoming more integrated into the teams' ongoing work. As the workshop designer and facilitator,

Dr. Nancy Dixon, of Common Knowledge Associates, said, "We have now read over 200 cases that participants have brought to workshops, so we have gained considerable understanding of the type of problems professionals face working in the DIA culture. We are able to focus the workshops on specific challenges that teams of employees need to address."

After learning of the successful results of several participants from the Directorate for Human Intelligence (DH), deputy director for DH, William Huntington, decided to host the Critical Discourse Program for DH senior leadership. While some of them initially doubted the value of spending time learning a "new" way to communicate, participants were pleasantly surprised by the results after completing a three-day workshop.

As one of the active participants of the workshop, Huntington saw improvements in the way his senior leadership team communicated with one another. The DH leadership team learned about how both they and their colleagues cognitively approach and deal with issues. According to Huntington, the program led to a number of "ah-ha" moments. "When they looked at the list of communications behaviors described in the workshop, they saw things in themselves — things that they do and their colleagues do."

Huntington believes the three-day workshop was time well-spent. "It is critical in this organization to give them tools to communicate better. After they took the course, they were able to resolve a few areas on which they had disagreed before. There will always be disagreements, but at least they'll be based on fact, on reason, not miscommunication."

Jacques Grimes, DH senior technical expert for the Office of Operations Services (DHM-2), also liked the results. "It was humbling for some highly successful people to be there, to be challenged, but it was very helpful," he said.

Grimes believed the course was very important because "we are all dispersed, so communication in our business has to be strong." He now listens to other senior managers exercise the communications tools they learned in the workshop. "It allowed us to better learn how to exchange data instead of relying upon unexplained perceptions and allowed us to challenge others' assumptions politely," he observed.

Stewart Barnett, DH senior expert for the Defense Attaché System, also attended the workshop. Like others, he was concerned about busy senior managers spending three days away from their regular duties, but in the end he found it very valuable. The workshop "got us to see and change how we engage in dialogue. It taught us how to discuss issues and communicate our position while still leaving the other person with the right feeling."

Barnett also found the course challenging. "We were placed out of our comfort zone. This course would be useful for anyone. It causes you to step back and think of the way you present cases, argue, discuss points of view. It helps you make a discussion a win-win situation, even if you lose."

As more participants acquire and learn to use the tools necessary for improved dialogue, they share what they have learned among their peers and have established "unwritten contracts" to reinforce the skills they gained. Participants recognize the value of learning to identify and overcome assumptions and bias, enabling them to become better problem solvers, better managers and better intelligence professionals. To learn more about scheduling a Critical Discourse Workshop for your team, please contact Adrian "Zeke" Wolfberg at (202) 231-6449.

DT Maritime Domain AWARENESS EXPERIMENT

By the Technical Signatures and Assessments Laboratory, DT

Last fall, representatives from the Directorate for MASINT and Technical Collection's (DT's) Technical Signatures and Assessments Laboratory (TSAL) assembled at Lajes Field Air Base in Azores, Portugal, to lead a maritime domain awareness (MDA) experiment with the University of Miami's Rosensteil School of Marine and Atmospheric Science and the 24th Intelligence Squadron from Ramstein Air Base, Germany.

The experiment, conducted from Sept. 17 through Oct. 3, employed both satellites and ground stations, which, when used together, clearly demonstrated the ability to persistently monitor the progress of vessels transiting the Mediterranean Sea and the North Atlantic. A mix of low earth orbiting commercial synthetic aperture radar (SAR) satellites were used, including ENVISAT and ERS-2 operated by the European Space Agency (ESA), and RADARSAT-1 operated by MDA Services for the Canadian Space Agency. Electro-optical satellites were also utilized, such as SPOT-2/4 and 5 operated by SPOT Image of France, and FORMOSAT-2 operated by Taiwan's National Space Organization. In addition to the satellites, a "network" of four ground stations — Matera and La Spezia, Italy; Lajes Field; and the University of Miami's Center for Southeastern Tropical Advanced Remote Sensing (CSTARS) station in Florida — were used to capture, process and exploit satellite image data in near-real time. A total of 1,546 scenes were collected during the course of the experiment — covering some 14.2 million square kilometers (km), the equivalent of 1.5 times the area of the U.S.

The Lajes Field Air Base MDA Experiment Team.

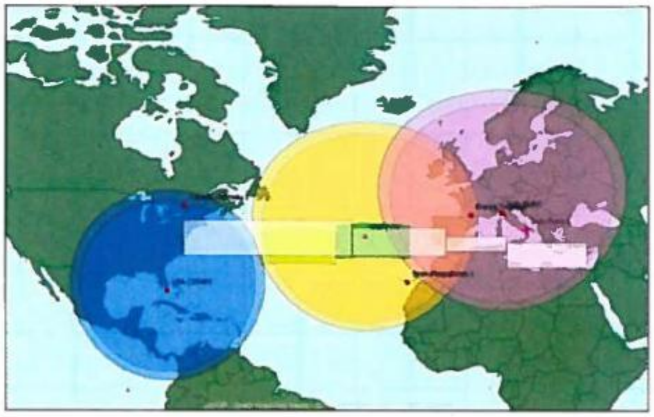
Photo submitted by DT-TSAL

The La Spezia ground station, operated by the NATO Undersea Research Center (NURC), provided initial coverage of vessels transiting the Mediterranean Sea. The Air Force Eagle Vision-1(EV-1), which deployed to Lajes Field, is comprised of a four-meter tracking antenna and an accompanying seven-meter shelter for processing real-time satellite data. EV-1 provided an additional 5,000 km of coverage to fill the "mid-Atlantic" collection gap for ships transiting the North Atlantic through the Strait of Gibraltar. As the vessels approached the U.S., satellite coverage was handed-off to CSTARS, as shown on Page 19. Satellite collection scheduling, including scheduling data downlinks as well as data exploitation, was centrally managed from Lajes Field.

Of the 1,546 images acquired — more than 900 were SAR images collected day and night, under all weather conditions.

The data from the SAR sensors, with image footprints measuring on average 100 km wide by 300-400 km in length, were quickly processed through ship detection algorithms. With hurricanes Gordon and Helena passing through the North Atlantic during the experiment, SAR's all-weather capability proved persistent for vessel detection and classification under the most adverse conditions. Unlike SAR, electro-optical imagery, used for vessel classification and identification, required manual search by EV-1 imagery analysts from the 24th Intelligence Squadron.

Though logistical and political challenges arose during the course of the experiment, timely assistance from the Office of the Chief Financial Executive (FE), Defense Attaché Office Lisbon, Ministry of Defense Portugal, and the Portuguese residents of Terceira, Azores, saved the day on more than one occasion.



MDA Experiment Ground Station Coverage: CSTARS in blue, EV-1 in yellow and NVRC in purple.

The experiment would not have been a success without the help of our partners from ESA, SPOT Image, NURC, the Air Force Combat Support Office, the 65th Air Base Wing, Lajes Field Air Base and the commander of the U.S. Air Forces in Europe.

DT: It's not just a job; it's an adventure.

A CRITICAL NEED: DIA's Foreign Language Program

By Sarah E. Moseley, CP

At the Feb. 20 ceremonial swearing-in of Michael McConnell, director of national intelligence, President Bush said, "I've asked him to ensure that our intelligence agencies focus on bringing in more Americans with language skills and cultural awareness necessary to meet the threats of this new century." The National Intelligence Strategy and the IC's Strategic Human Capital Plan recognize that foreign language and regional expertise are essential to the IC. Part of the success of DIA's analytical and collection activities hinges on having employees who are proficient in critical-need, nontraditional languages.

DIA is meeting this challenge head on and bridging the foreign language gap through new recruiting and language enhancement programs. In April 2006, the agency stood up the Foreign Language Management Office (HC-FL) within the Directorate for Human Capital (HC). HC-FL is overseen by the senior language authority, Frederick "Eric" Hammersen. As stated in the Foreign Language Program Instruction, DIAI 5160.001, the goals of the Foreign Language Program are to ensure DIA has sufficient language skilled personnel and language professionals to accomplish the agency's mission, to increase incentives for DIA employees to test and register their foreign language proficiency, to improve foreign language proficiency, and to effectively manage the language skills of the work force.

"Foreign language skills are a tool that allows our military and civilian work force to better understand the country or region on which they are focused," said Hammersen. "Having been both

an analyst and attaché, I know how important it is to be able to read, listen to and speak the language of the region and/or country for which you are supposed to be the defense intelligence community's expert."

Recruiting

DIA's global mission warrants hiring individuals who are proficient in foreign languages. "The agency's list of critical languages reflects those that are needed to accomplish DIA's missions," said Hammersen. "This includes the languages we need for the Global War on Terrorism, such as the various dialects of Arabic, Persian-Afghan, Persian-Iranian, Pashto and Indonesian, as well as the languages for the enduring challenges we face, such as Chinese, Korean and Russian. The specific languages vary as the mission evolves."

Photo by Thomas J. Haines, HC

Two employees take their foreign language proficiency test at DIA's new Foreign Language Testing Facility.

The HC-FL 2007 recruiting program focuses on hiring language-skilled applicants. More than 25 of the planned recruiting visits will be to the various national flagship language programs (NFLPs), language resource centers, or other schools with nationally-known and recognized foreign language programs. NFLP operates in partnership with National Security Education Program (NSEP) and U.S. universities to address the urgent and growing need for Americans with professional levels of competency in languages critical to national security by providing advanced language training for U.S. students. The objective is to achieve a professional working proficiency in the target language.

In addition, DIA also recruits from NSEP. This program enhances the national capacity of the U.S. to develop proficiencies in languages and cultures critical to national security, strengthen U.S. economic competitiveness, and enhance international cooperation and security. This is done by funding students in exchange for a commitment to work in the U.S. federal government in a national security program, and by grants to U.S. institutions of higher education to build programs of advanced study in critical languages

To attract and retain personnel with foreign language skills to DIA, the agency offers Foreign Language Proficiency Pay to civilians who can achieve qualifying scores on their Defense Language Proficiency Test (DLPT) and their Oral Proficiency Interview (OPI) in those languages indicated on the DIA critical language list, the DOD Strategic Language List or as authorized by the director. Personnel are now tested at DIA's new Foreign Language Testing Facility, which provides computer-delivered foreign language proficiency testing in a lab-based environment. Individuals must achieve a qualifying proficiency score annually in at least two of the three skill modalities — listening, reading and speaking. The proficiency pay provides an incentive for civilians to both maintain and enhance their proficiency in one or more foreign languages. Foreign Language Proficiency bonuses for military personnel are set by their military departments.

In December, LTG Michael Maples, director of DIA, approved a pilot Employee Referral Program, DIAI 5160.002, to enhance the pool of civilian employee applicants with proficiency in DIA's critical languages. If a current civilian refers someone and that individual submits an application, enters on duty with DIA and qualifies for Foreign Language Proficiency Pay in one of the critical languages, then the DIA employee who made the referral will receive $3,000. As of February, HC has had 37 referrals of individuals with proficiency in one or more of the critical languages.

Learning a Foreign Language

Since attaining a minimum level of proficiency in the critical languages is very time consuming and costly, DIA normally does not fund initial acquisition training and mainly focuses available resources on hiring those who already posses the needed foreign language skills.

HC-FL does provide several self-study programs for DIA personnel interested in learning a new language. For example, HC-FL offers four months of access to the Rosetta Stone online language program, which totals between 100 and 300 hours of instruction in more than 30 languages. In addition to Rosetta Stone, HC-FL provides access to other virtual learning tools such as LingNet and SCOLA. Further information on these learning tools can be found on HC-FL's Web site. HC-FL also has language familiarization compact discs from other DOD and IC agencies available for use in most of the critical languages, and DIA personnel can also take advantage of the Learning Resource Center, which offers a variety of foreign language study materials.

DIA does provide beginning, full-time foreign language training if an officer nominated to be an attaché arrives at the Joint Military Attaché School (JMAS) without any knowledge of the primary language of the country where they will be assigned. For those nominees, DIA will send them to enhancement training before they go overseas. Spouses of attachés also have the option to attend training.

"Attachés cannot afford to understand 80 percent of what that country's defense ministry or chief of defense tells them. Even in NATO countries, the host nation military normally expects our attachés to speak their language — just as our defense officials expect attachés assigned to Washington, D.C., to speak English," said Hammersen.

Language Enhancement

HC-FL's language training program focuses on enhancing the proficiency of DIA's language-skilled work force, rather than on maintaining language proficiency, which is primarily the responsibility of the individual and the directorate in which they work. Language enhancement involves raising overall proficiency levels and increasing the depth or breadth of knowledge in particular domains. Language enhancement opportunities available for both civilian and military employees include: overseas immersion programs, iso-immersion or intensive language programs offered by universities, language courses offered through the National Security Agency, and private language training with commercial vendors.

DIA Critical Languages

Arabic — all qualifying dialects
Chinese — all qualifying dialects
Indonesian
Japanese
Korean
Pashto
Persian-Afghan — Dari
Persian-Iranian — Farsi
Russian
Serbian-Croatian
Urdu

The Office of the Director of National Intelligence recently approved funding for HC-FL's proposal to provide intensive, full-time, advanced-level language training to DIA employees through academic and government venues. The proposal targets programs in Iraqi Arabic, Modern Standard Arabic, Russian, Persian-Iranian, Chinese Mandarin, Japanese and other languages to meet agency goals.

For more information about HC-FL and the initiatives mentioned in this article, please visit HC-FL's home page on JWICS at *http://hc.dia.ic.gov/homepage/hc/hc_fl/FL_index.html.*

Interview with the DEPUTY DIRECTOR FOR ANALYSIS

By Communiqué Staff, CP, and the Knowledge Lab, CS

Robert T. Cardillo was appointed deputy director for analysis in July 2006. Cardillo directs the analytical efforts of more than 2,500 intelligence professionals who are responsible for producing the national military intelligence required to develop and execute the National Security Strategy. Cardillo is also the General Defense Intelligence Program's functional manager for analysis and manages all-source analytic responsibilities, as well as the efforts to evaluate and improve the performance of the analytic community — including DIA, the service intelligence centers and intelligence centers at the combatant commands.

The Communiqué staff spoke with Cardillo about the Directorate for Analysis (DI) and how DI is responding to changing requirements and better supporting the warfighter and policymakers.

COMMUNIQUÉ: *After being the deputy director for analysis for almost nine months, what is your impression of DI?*

MR. CARDILLO: I had an idea of what to expect when I put my name in for the job, but I've been very pleasantly surprised in a couple of key aspects.

Being the DI involves two hats. The primary job includes the care, feeding and managing of a couple of thousand people in an analytical organization. DI has a large span of control and mission, and a lot of it deals with the demands of servicing the daily customer requirements for the Office of the Secretary of Defense, the combatant commands, policymakers and so on.

It is somewhat analogous to my last job as the director of analysis and production at the National Geospatial-Intelligence Agency (NGA). After being away from DIA for almost 15 years, it has been exciting to find that DI maintains a legacy of in-depth knowledge and a holistic support for the customer. I am surprised by how relevant DI is in the day-to-day fight — very tactical in its support for the warfighters, as well as with key decision-makers throughout Washington, D.C. Desert Storm allowed us to demonstrate what we could do. It's been bred into the culture to be relevant and responsive to the changing mission. The unintended consequence, however, is that that success means less time for in-depth, long-term research.

The second DI hat is that of the functional manager for analysis. In previous jobs, I lived under and had an appreciation for the Department of Defense Intelligence Production Program. When I became

the DI, I found that this was not just a theory of community management, but it was a real job. I was surprised at the time, but now I am adjudicating analytic questions between the National Air and Space Intelligence Center (NASIC) and the Missile and Space Intelligence Center (MSIC), and shaping analytic efforts at the National Ground Intelligence Center (NGIC) and U.S. Central Command. I am impressed, and I believe that the community really looks to us to do this. The defense community membership looks to DIA to be the overall orchestrator and now we do this in the construct of the Defense Intelligence Analysis Program.

COMMUNIQUÉ: *How do we shape DI to respond to the new requirements in Iraq, Afghanistan, the Horn of Africa and the Global War on Terrorism?*

MR. CARDILLO: In managing the 13 functional offices in DI, it's a constant question of how to best apply our analytic resources against the problem at hand — whether that is the Levant crisis, the North Korean nuclear test or determining likely scenarios in Cuba. My concern has been that we tend to re-invent ourselves to adjust to crises such as these. So, I have been asking some questions about our regional analysis and our organizational alignment. Let me be clear — this is not about the organizational structure — rather, it is about how we shape and focus our overall analytic effort to ensure our customers have the advantage as they execute their mission.

Clearly, we will maintain regionally-based experts and functionally-based experts. The challenge is to find the right relationship between the two — all the while remaining flexible so as to adjust to the realities of the world and our adversaries.

Between the time I accepted my current job and the time I started, I talked to a lot of different people about their points of view and what was working for them. Among some people, there was a perception that DIA was not in the fight. Now that I'm here and see the broad range of relevant analytic efforts, it is clear that DIA needs to do a better job to engage and inform our customers on what we do. Communicating what we do has to be part of the broader DIA Engagement Strategy to help explain our relevance and secure resources.

COMMUNIQUÉ: *How many analysts have we hired since Sept. 11 and how has that changed the demographics of DIA and DI?*

MR. CARDILLO: DI has brought on board approximately 950 analysts since Sept. 11; therefore, DIA and DI have quickly become younger organizations. I was part of the Reagan era ramp-up when there was a great demand for analysts during the Cold War. When it ended, there really wasn't a need to hire during the 1990s. The recent demographic shift is hugely important and I believe that it's one key piece of a perfect storm — I mean that in a positive way. This is the introduction of new mindsets. The analysts today have broader backgrounds, are better educated and are more linguistically diverse then ever before.

We are growing a new culture here in the intelligence community (IC) and we are beginning to understand the adversary's approach to taking on U.S. interests. The skills, mindset and knowledge that we will need for the future will be developed by the new employees as they build upon the tradecraft and methodology of our more seasoned analysts.

When I was a new analyst, there was a publish or perish mindset. I realize that in some ways that still exists. My vision of a more effective analytic enterprise is one in which "product" or "finished intelligence" is less important than the content, timeliness and relevance of the ongoing intelligence that is created. Some rightfully question how we would rate, recognize and reward in such a fluid environment. This discussion has

been swirling around the advent of wikis in particular. My view is that we need to figure out how to harness the collaborative and transparent power of media such as wikis and blogs — while still maintaining some sort of rules of engagement or behavior so that we don't end up confusing the customer with a wide range of analytic options. That said, I do think the worst thing we can do is to resist change and fight the new technologies. The potential of this generation — both people and technology — to meet the challenges that lie ahead is great. And, the window of opportunity for DIA and DI is open right now.

We need to be relevant at the warfighter's point of decision, whether they are planning, executing or squeezing a trigger. Does DI's intelligence matter when the customer has to act knowing they can't have perfect knowledge? Has DIA increased the warfighter's confidence in their ability to make the right decision? For DI to continue to be relevant, we have to make a difference with the consumer. We have the opportunity to enhance the service we provide. Our customers will be more receptive, because they are making a similar transition.

> "For DI to continue to be relevant, we have to make a difference with the consumer. We have the opportunity to enhance the service we provide."

COMMUNIQUÉ: *How do you see DI in the future?*

MR. CARDILLO: Part of my challenge, and opportunity, is to bring together our 13 offices into a more collaborative analytic enterprise. I need to drive down barriers between and among the various DI offices, as well as with our IC counterparts. One way to look at it is I'm trying to harness the creativity and sense of collaboration that exists whenever we confront a crisis — and to map that behavior and those results over to our core day-to-day business.

Analysts need to challenge the system; don't ask "why" ask "why not." Collectively, we need to be less risk adverse and willing to accept that not all trials will be successful. I often host small groups and lunches. I explain to the analysts that I understand their intimidation, but that it's important for them to speak up and tell me, as well as their chain of command, their unvarnished views. I ask that they make me part of their chain — send me the e-mail with your ideas. I explain that part of my job as the deputy director for analysis is to give them the credit when they get it right and take responsibility when the experiment goes wrong.

COMMUNIQUÉ: *Is there anything else you would like so share with the work force?*

MR. CARDILLO: You are only as good as your network. Reach out to peers across DI, DIA, the IC and beyond. Your contribution will grow in proportion to the size and content of that broader network.

And finally, this is not just to personnel within DI, this is to everyone in DIA. There is a lot of help available, like mentors — for which I am very big advocate — classes, online training and so on. But, your career is your business — don't look to anyone to do it for you. Someone once told me "it takes internal combustion" to be successful — I couldn't agree more. Build your network, have mentors, seek out training opportunities, take night classes and find contrarian views. Don't just sit around waiting for opportunities to fall into your lap.

Interview with the Associate Deputy Director of the Science and Technology Group, Directorate for MASINT and Technical Collection

By Communiqué Staff, CP

Dr. Paul R. Schomber became the associate deputy director for the Science and Technology Group (DT-ST), Directorate for MASINT and Technical Collection (DT), in February 2006. As the leader of DT-ST, Schomber is responsible for guiding the development of new sensors and techniques to improve DIA's technical collection capabilities. These capabilities allow the intelligence community (IC) to rapidly identify the locations of opponents, identify the weapon systems they are using, and know the strengths and weaknesses of these systems. These systems must be able to make collections regardless of an adversary's denial and deception techniques. Prior to assuming his current position, Schomber began his civilian career in August 2003 as the overhead non-imaging infrared integration manager for DT.

The Communiqué staff spoke with Schomber about DT's support to the Global War on Terrorism (GWOT) and what types of products, programs and technologies DT is using to enhance intelligence for the warfighter. In addition to this unclassified interview, Schomber also elaboralted on his answers in a classified interview that will run in the April 9 InterComm.

COMMUNIQUÉ: *What are DT's main goals and priorities as they relate to enhancing intelligence?*

DR. SCHOMBER: The world today includes both state and non-state actors. State actors refer to country-to-country relationships while non-state actors identify international groups, such as al-Qaeda, that operate across geographical boundaries, oftentimes with no enduring infrastructure that is uniquely theirs. While the IC is predominantly focused right now on the non-state actors in the GWOT, we must also remember that global/state policy issues dealing with proliferation of weapons of mass destruction, the overall proliferation of missile technologies and other evolving threats have not gone away.

Photo by Paul S. Cianciolo, CP

DT's focus is on new technological approaches to provide real-time capabilities that inform decision-makers of our enemies' actions and enhance the GWOT mission. DT also monitors what our adversaries are doing — how they are applying their technologies and how they can use them against the U.S. Our opponents are smart and can be very adept and flexible in their use of new technologies; therefore DT must be just

as adept and flexible to counter and get ahead of our enemies.

COMMUNIQUÉ: *What is an example of one of these technologies?*

DR. SCHOMBER: Right now inside the Iraqi theater, we are vigilantly searching for insurgents and terrorists with bombs. This activity requires nearly constant surveillance of critical areas. This surveillance doesn't require high resolution or specialized low observable sensors. In fact, many surveillance tasks can be satisfied with commercial law enforcement-type systems. We have helped identify some of these solutions including a "Wal-Mart" camera approach of installing cameras at intersections. Of course the system is going to be shot at, but sometimes by just placing surveillance capability in the intersection, people's behavior begins to change because they believe they're being watched. It's the same type of concept as the red-light cameras used in the U.S.

By using commercial law enforcement-type surveillance systems to satisfy this need, the warfighter has an immediate solution that they can employ without the added time or cost of developing a Department of Defense (DOD) unique system, which may or may not be able to be shared with all coalition partners.

COMMUNIQUÉ: *What new products or programs have added to DT's success, and what are those successes?*

DR. SCHOMBER: Actually, we have had quite a renaissance in recent years in new techniques for the GWOT. Regarding non-state actors or insurgents, it's very hard to identify in a broad population. The insurgent surfaces and reacts in a timeframe that makes it difficult to detect and counter him before he has submerged back into this populous.

One of the things that has occurred during the GWOT is a partnership between DIA and the Joint IED Defeat Organization (JIEDDO). As part of this partnership, JIEDDO is trying to improve access to information at all classification levels for those who need to make decisions. DT has contributed by providing unique information, such as the identification of explosive residue found on insurgents, into the various networks that JIEDDO has established. This sensitive information sharing is considered a real success. We have to be flexible, and we have to be able to dynamically provide information in any format that a decision-maker needs. That decision-maker is anywhere from the national command authority, all the way down to the soldier in the field. Our broad spectrum of customers need to have information that they can act on. If you can't get the right information to the right person at the right time, they can't act in time to counter that adversary.

COMMUNIQUÉ: *How is DT collaborating with the IC?*

DR. SCHOMBER: We have set up integrated product team (IPT) structures where we've brought in various players inside the IC to discuss what high priority collection gaps are, what various technologies are that can be applied to address these gaps, and where other resources need to be applied to minimize these gaps. The gaps include both technological shortfalls and policy issues such as information sharing standards, multilevel security standards and signature standards. The IPT process brings together the people who need the information with those who produce the information to ensure the development of new technologies will satisfy the needs of the customers.

Measurement and signature intelligence (MASINT) is a very technical discipline. It is not always easy for the lay person to understand all the nuances of MASINT. Because of this, DT has placed technical collection officers (TCOs), who are extremely knowledgeable on the various MASINT techniques, at all of the unified commands. By having

TCOs at the commands, we have experts that understand the command's problems and can apply the variety of MASINT techniques to help solve them. Additionally, the feedback from these experts allows DT to focus its resources on trying to help satisfy the command's unmet needs.

In addition to the commands, we also have TCOs located at the departments of State and Homeland Security. Many of the same techniques that we use against our adversaries outside of the U.S. are also being applied along our borders to secure our homeland. For example, DT is actively working with the Coast Guard, to transition the most promising technological solutions to assist them in securing our nations borders.

COMMUNIQUÉ: *What steps is DT taking to enhance its capabilities?*

DR. SCHOMBER: MASINT is a relatively dynamic discipline, and DT is constantly looking at new ways of doing business. MASINT encourages innovators who are not satisfied with the status quo. This innovative culture is infused throughout the personnel assigned to DT. We are problem-focused and start with the information need of our customer and try to develop an in-depth understanding of the question they need answered. For MASINT, it oftentimes comes down to the identification of a unique signature that provides the information to answer a question. For example, an event of interest has some signature that uniquely identifies it — such as an engine noise: acoustic; an explosion: spectral, acoustic; the shape of an item: spectral, radar cross section; etc. Once this signature is identified and uniquely tagged to the event, from then on when that signature is detected, we have high confidence that the event of interest has occurred. That signature can be an activity signature, it can also be an electro-optical signature, a radio frequency signature, a basic physics signature, or a combination of many. DT develops systems to reproducibly collect signatures, to use them to confirm the presence of the event of interest and subsequently to monitor and report their observation to decision-makers and customers. Signatures are the fundamental precept of the various MASINT techniques.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

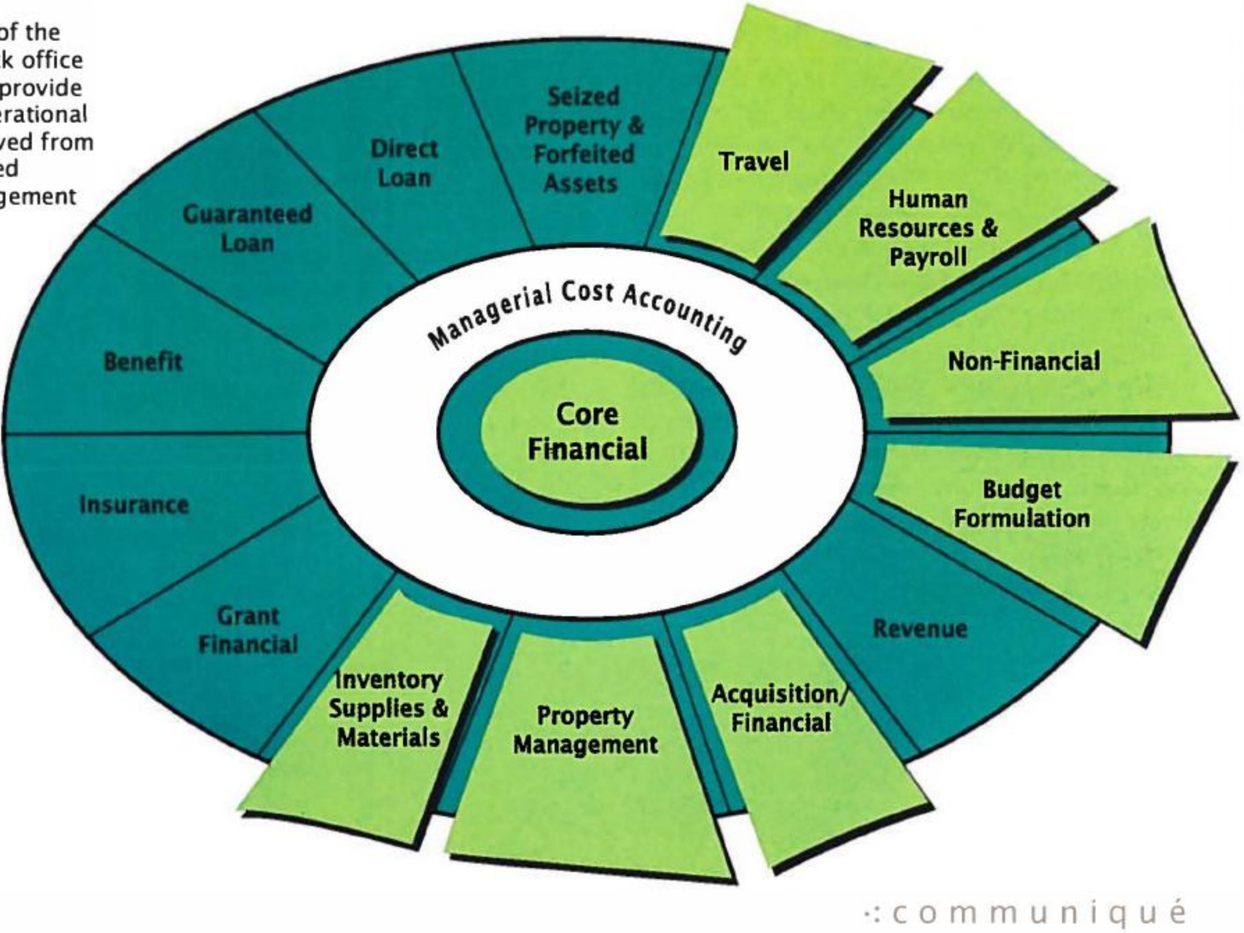
DR. SCHOMBER: We live in a very complex world today and not everyone is a friend of the United States. Many of our enemies are no longer constrained by geographical boundaries. They exist in country-to-country relationships or have extensive defined infrastructures that can be targeted and exploited. They are intelligent and adapt rapidly to new environments. They have adopted new technologies — CNN, the Internet, blogs, etc. — to share information and further their goals. Countering these opponents is going to take new ideas, innovative approaches, and, above all, flexible, adaptable people that can recognize opportunities, identify vulnerabilities and rapidly employ new systems to capitalize on the weaknesses of our enemies.

Back Office
ALIGNMENT AND INTEGRATION

By the Financial Business Solutions Office, FE

The Chief Financial Executive's Financial Business Solutions Office (FE-4) and the Directorate for Information Management and Chief Information Officer's Enterprise IT Solutions Group (DS-ES) are creating an internal business services framework that integrates common data, tools and processes to provide powerful and seamless services in support of DIA's mission. To do this, FE-4 and DS-ES are working closely with the offices of the Chief of Staff (CS) and Acquisition Executive (AE), and the directorates for Administration (DA) and Human Capital (HC). Known as Back Office Alignment, this work is rooted in the mission-driven principles of information sharing, partnerships, strategic enterprise management, automation, and a focus on data analysis and operational strategy.

The back office is comprised of business functions that support mission operations,


Seized Property & Forfeited Assets
Direct Loan
Guaranteed Loan
Benefit
Insurance
Grant Financial
Inventory Supplies & Materials
Property Management
Acquisition/ Financial
Revenue
Budget Formulation
Non-Financial
Human Resources & Payroll
Travel
Managerial Cost Accounting
Core Financial

The alignment of the highlighted back office operations will provide DIA greater operational efficiency. Derived from OMB's Integrated Financial Management Framework.

such as:

- Accounting and financial reporting
- Budget formulation and execution
- Procurement and contract management
- Billet and force management
- Recruiting and talent management
- Property management
- Supplies and materials inventory
- Travel
- Strategic and capital planning
- Portfolio management
- Enterprise architecture and technology deployment
- Information technology service management

There are several drivers of DIA's Back Office Alignment strategy, including the Chief Financial Officers Act of 1990; the Federal Financial Management Improvement Act of 1996; the Office of Management and Budget's Federal Financial Management System Requirements; and the Director of National Intelligence Decision Directive 339C. All of these call for an integrated and improved financial management structure.

Back Office Alignment is guided by elements of the DIA Strategic Plan that call for greater efficiency and enhanced operational effectiveness through initiatives that reduce or eliminate manual data entry, automate integration across business systems, improve accuracy and timeliness of data, and align process re-engineering/system implementation projects across the agency. Back Office Alignment begins this year with the replacement of the DIA financial system with the Financial Management Solutions/Financial Accounting Corporate Tracking System, a tool that will provide access to up-to-date financial, accounting and acquisition data, and will proceed as a multi-year effort.

The realigned processes will reduce inter-organizational transactions and provide better access to financial reporting data for all customers. Capital investment can be shifted to higher-value services, for example, reallocating capital to new capability deployment versus the maintenance of existing capabilities. Billet and force management can move away from general estimates and instead be based on actual workloads benchmarked against other organizations. Measurable return on investment calculations can help mission leaders determine optimum resource allocations. Greater automation and seamless processes improve productivity and enhance our capacity to manage increased volumes of business while simultaneously mitigating the effects of flat or declining budgets.

Given the many interdependencies within each of the directorates, Back Office Alignment requires cross-agency collaboration to achieve focused operational results. FE-4, DS and CS are solidifying a comprehensive plan with AE, DA and HC. Participation is encouraged from all personnel to ensure open communication across the agency, as well as identify and codify the processes that will support Back Office Alignment. The alignment of a number of back office business operations, as depicted in the illustration to the left, will provide DIA greater operational efficiency and effectiveness.

For more information about Back Office Alignment, please contact FE-4 at *dise244@dia.ic.gov* or (703) 907-0779.

MSIC's WARFIGHTER Exercise Support Program

By Richard "Les" Stamps, DI

While operational support to combat forces has always been one of the Directorate for Analysis' (DI's) Missile and Space Intelligence Center's (MSIC's) prime objectives, it was further enhanced with the implementation of the center's formal Warfighter Exercise Support Program. This program was initiated in 1998 with limited participation in Air Force Wargaming Institute exercises, such as Tandem Challenge and Global Challenge, followed by coordinated support to a combatant command exercise showcasing MSIC's ballistic missile products and expertise.

Development of the Warfighter Exercise Support Program was accelerated in 2000 when MSIC's new director, Clyde Walker, challenged the center to expand traditional products and support. Since Walker was very familiar with some of the intelligence community shortfalls during the first Gulf War, he understood that each intelligence organization would need to implement specific and tailored programs to improve delivery of intelligence to the warfighter, both in peacetime and during hostilities. Resulting from his guidance and internal process reviews, MSIC initiated an aggressive push of scientific and technical intelligence (S&TI) to the commands.

As shown here, MSIC uses a combination of military and civilian intelligence officers, reservists from all the services, and a cadre of Operations Center watch officers to participate in each aspect of the exercise support program.

Photo submitted by MSIC

To head up this effort, Walker tapped MSIC's operations center, a key component of the Office for Program Management (MSM). For the intensive management effort that would be required, Dave Macedonia, a MSIC intelligence officer, was selected to spearhead the program. Macedonia had extensive experience in this arena, ranging from his Army career as an air defense artillery officer to his more recent assignments with MSIC working ballistic missile efforts and serving as an office deputy. Walker charged Macedonia to work with the commands to identify beneficial exercises that would fully involve all components of MSIC's analytical and support structure and to develop a concept of operation to implement this strategy. Macedonia put together a team of experienced operators, analysts and support personnel to attack this problem and address the key challenges that Walker identified:

- Achieve a better understanding of the combatant commander's requirements.
- Increase the visibility of both analysts and DIA/MSIC analysis to the warfighter.
- "Smart Push" highly technical all-source data and analysis to the customer.
- Obtain direct feedback on MSIC's analytical tools, products and databases.
- Exercise comprehensive MSIC military reserve integration and augmentation.

Walker eagerly committed the manpower and financial resources necessary for program success, and then followed up to help MSIC market this effort to DIA's command element and the commands. Macedonia consistently provided the necessary leadership, direction and support to ensure program success. He championed this effort each time he visited with customers and the commands, soliciting their suggestions and working to make the program even more successful.

Though it started small, during the past few years MSIC has provided extensive exercise production and analyst support to more than 40 Joint Chiefs of Staff/combatant command Tier One-level exercises. This support required collaboration with combatant command directors for intelligence; tailoring current, critical and time-sensitive intelligence for combatant commanders and their staff; and on-site presence during the many planning conferences as well as the actual exercise.

One prime example of this program was the selection of the U.S. Forces, Korea Exercise Ulchi Focus Lens (UFL) for MSIC participation. UFL was selected because of the robust theater ballistic missile (TBM) threat in the scenario, combatant commander involvement, national community participation, and the requirement for releasable real-world threat products for the exercise. Expanding upon lessons learned with UFL, the MSIC program now includes other exercises such as Terminal Fury, Global Lightning, Vigilant Shield, Positive Force, Valiant Shield, Blue and Red Flags, and Joint Project Optic Windmill.

A key aspect of this success has been MSIC's willingness to forward deploy intelligence analysts to the combatant commands' areas of responsibility (AORs) in support of these exercises. This decision has paid rich dividends to the commands and the deploying analysts. Working on-site with the commands has given both experienced and new analysts the opportunity to better understand the requirements, and helped to identify ways that S&TI can directly support the warfighter. To complement the effort, MSIC linked the exercise program to the training and integration of joint intelligence reserve units into the MSIC's Operation Center. The exercise program has been so efficient that the center was able to seamlessly integrate the reservists and the analytical work force into a cohesive, 24-hour combatant commander reach-back support team.

Clearly, the benefits of this initiative were realized during Operation Iraqi Freedom when U.S. Central Command (CENTCOM) requested MSIC-specific, tailored Iraqi threat products, deployment of numerous MSIC analysts to the CENTCOM AOR, and dedicated ballistic missile portal development and maintenance support.

The Warfighter Exercise Support Program has been a tremendous success by any measure. During the coming years it will provide the foundation upon which to build an even better structure to support the warfighter. MSIC plans to continue current activities, as well as work directly with the Defense Joint Intelligence Operations Center (DJIOC) to maximize agency support in theater.

The CRITICAL THINKING and STRUCTURED ANALYSIS COURSE

By Pedro O. Milo Jr., DI

"Traditionally, analysts at all levels devote little attention to improving how they think. To penetrate the heart and soul of the problem of improving analysis, it is necessary to better understand, influence and guide the mental processes of analysts themselves," says Richards J. Heuer Jr. in his book "Psychology of Intelligence Analysis."

> "Despite a long career in intelligence, I had only been exposed to a few of the [structured analysis] techniques presented in the course. My employment of the techniques that I knew about was unstructured — I learned better ways to use these techniques as a result of being in the course."
>
> — Senior analyst with 30 years of experience

A recent study by the CIA's Sherman Kent School for Intelligence Analysis determined bias and mindset are among the root causes of all U.S. intelligence failures during the past 50 years. The 9/11 Commission Report and the Presidential Commission on WMD Intelligence recommend changes in training and methodologies to increase analytic rigor throughout the intelligence community (IC). DIA, specifically the Directorate for Analysis (DI), is required to address the recommendations on analysis to comply with the Intelligence Reform and Terrorism Prevention Act of 2004.

The Critical Thinking and Structured Analysis Course trains analysts to mitigate bias and mindset. It also takes into account the analysts' work environment and is intended to provide "cubical friendly" methods and techniques. Other goals for the course include:

- Making critical thinking second nature.
- Facilitating use of structured analysis techniques that offer insight into a problem.
- Establishing a base for more advanced techniques.

DI recently made this a mandatory course for DIA analysts. Those individuals who completed the entry-level Defense Intelligence Structured Analysis Program's Fundamentals of Intelligence Analysis course, which includes the same critical thinking and structured analysis techniques, are exempt.

DIA's Critical Thinking and Structured Analysis Course is a modification of the National Security Agency's (NSA's) Critical Thinking and Structured Analysis for Problem Solving Course, which was developed by David T. Moore, technical director for the NSA senior intelligence authority. DIA's course also incorporates techniques that all-source analysts need from CIA's "Sherman Kent Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis."

DIA students have been surveyed to help improve the course for follow-on

classes, and most found that the content was worthwhile and directly related to their work. Not all techniques are appropriate for every analyst in their current positions, but knowledge of these techniques may be of future benefit. These techniques are not forced on students, but instead shown as insights analysts can gain. Those insights will generate analysis of alternatives, as all recent studies of the IC have recommended or required. The Critical Thinking and Structured Analysis Course draws on the scientific method of trying to disprove, rather than prove, a hypothesis. This concept is applied to liberal arts-based techniques to provide additional insight and rigor.

The Critical Thinking and Structured Analysis Course materials and method of instruction are based on studies identifying the best ways to ensure students take ownership of the material — they understand and retain the information the course presents. As a result, this is one of the most rigorous training courses DIA offers. Experienced analysts participating in the course will likely see something they don't already know and therefore be motivated to improve their skills. Numerous exercises demonstrate the presence of bias and mindset, as well as reinforce the structured analysis techniques. Once analysts recognize their bias and mindset challenges during evidence assessment and hypothesis generation, the course experience leads to higher quality finished intelligence.

DI leadership's goal for the course is to establish a common language and understanding of bias, mindset and structured analytic techniques within their directorate that are recognized throughout the IC.

You will recognize Critical Thinking and Structured Analysis Course graduates when you hear them precede their comments by stating, "I know I'm biased about this, but..." or, "My perception of this is . . . , but I could be missing some evidence that could change my mind." In both cases, the speakers recognize they see things through a personal filter and they don't have all the information they need to be certain of the correct alternative.

The DoDIIS Migration and What It Means to YOU!

By Alexandra C. Dow, DS

Imagine being at U.S. European Command headquarters and realizing that the briefing on your disk is not the correct version. You attempt to call your co-workers back in Washington, but no one answers. The meeting is in 15 minutes and you start to panic. Then, you remember that you were recently migrated to the DoDIIS domain. You are able to log on to your profile using your global JWICS user ID and password and retrieve the file in a matter of minutes. Ten minutes later, you are calm, collected and ready to start your briefing.

The DoDIIS migration — also known as the Global Enterprise Services (GES) migration — is underway and will transfer customers from the following organizational domains to the all-inclusive, global-reaching DoDIIS domain,

that include:

- DIA
- U.S. Northern Command
- U.S. Southern Command
- U.S. Central Command
- U.S. European Command
- U.S. Pacific Command
- U.S. Strategic Command
- U.S. Transportation Command
- Joint Reserve Intelligence Connectivity Program
- Missile and Space Intelligence Center

Upon selection for the DoDIIS migration, users and their managers are notified of the migration date and are allotted a specific amount of time to respond with requests for exceptions. If no response is received, it will be treated as consent to be migrated; therefore, it is imperative that users and managers thoroughly review the list of personnel.

Once the list of users to be migrated is finalized, the user group will be prompted to complete two required actions: change their DIA JWICS domain password at least two days before migration if it has not been changed within the last 30 days, and update their eZHR information prior to the migration.

These steps are designed to allow the customers to continue working without any disruption to their workflow, while increasing their global connectivity and communications with the rest of the DoDIIS enterprise.

In addition, a customer assistance team will be available for the first 24 hours after the migration. The customer support JWICS Web site located at *http://dodiisteams.dodiis.ic.gov/sites/DS/OG/OGN/ogn-4/ogn-4a/ogn-4a3/gescustomerpage/default.aspx* includes these self-help and reference documents:

- A DoDIIS migration briefing.
- A DoDIIS "getting started" guide, which includes initial log in procedures.
- A DoDIIS migration customer guide, which includes a detailed description of procedures related to the migration.

Once the customer is transitioned, their user name will remain the same, but their domain will change from "dia.ic.gov" to "dodiis.ic.gov." Customers operating on the new DoDIIS domain will have top secret/SCI access via a single sign-on anytime, anywhere, DoDIIS-wide. The DoDIIS domain provides users with global access to:

- E-mail
- DoDIIS-wide directory
- Applications/desktop
- DIA and DoDIIS-specific search engines
- Downloadable software/upgrades
- Web sites

Migrated customers will benefit from access to the DoDIIS infrastructure architecture, which provides uniformity and consistency for information technology usage and maintenance.

Stay tuned — you may be migrated soon!

Improving IT through Resource Management

By Stephen A. Bucher, FE-DSS

The power, functionality and utility of DIA's information technology (IT) efforts are increased through efficient financial resource stewardship and management. While all components of DIA benefit through the sage application of their financial resources, the fiduciary environment of the chief information officer (CIO) poses special challenges and benefits. Responding to customers' needs, the chief financial officer established a satellite office that directly supports the CIO financial resource management needs — the Financial Executive Office, Directorate for Information Management and Chief Information Officer (FE-DSS). By so doing, the Office of the Chief Financial Executive (FE) has provided "value added" to the CIO's operations and planning.

The General Defense Intelligence Program's (GDIP's) CIO is responsible for managing a worldwide IT enterprise providing intelligence information services to the entire defense intelligence community and their customers. With personnel and equipment located at each combatant command, as well as in all active operational theaters, the CIO has to fulfill a daunting list of operational needs with a finite level of financial resources. To meet this challenge, the CIO achieves technical mission objectives through centralized management and planning and decentralized execution. Financial resource management functions are also centralized through the CFE's satellite office, FE-DSS, which directly supports the CIO.

The centrally managed IT enterprise ensures that standardization, interoperability and information sharing are uniformly attained across the GDIP and meeting the needs of the all-source analyst. Decentralized execution of the IT functions allows flexibility at the organizational level within the standards set forth by the CIO. The allocation of financial resources is a management function; therefore, the financial resource management role is centrally managed and executed, allowing the CIO to align resources in a manner that meets a myriad of requirements.

The unique nature of the GDIP CIO's financial resource management requirements demands techniques and process different from most resource management organizations. Additionally, the GDIP CIO's control encompasses the entire globe, including direct support to organizations actively engaged in combat operations. Finally, dynamic customer requirements for IT services, oftentimes characterized by urgent real-world needs, requires extraordinary financial resource management support.

Photo by Stephen A. Bucher, FE

LTC Mike Keith and Ariel Sweet discuss information technology program structure and strategic requirements.

Effective financial resource management requires flexibility to adjust to rapid technological changes. New technology requires implementation, including start-up costs, and the termination of old technology. Since the time period between discovery of the new technology and its fielding can oftentimes be measured in months, programming the implementation is not a viable option. When this occurs, the CFE works with the CIO to identify

alternative funding options. These options can include providing additional funding from agency accounts specifically set aside for unforeseen contingencies or a reprioritization of the CIO's existing requirements to allow for internal CIO funding within the year of execution. The CFE's staff works with the CIO to determine the most viable solution as well as to develop a cost benefit analysis to assist in executive management decisions.

Photo by Stephen A. Bucher, FE

Emily Vasquez, right, helps customer Mike Szwed with software licensing requirements.

The worldwide span of control exercised by the CIO also poses special challenges for the CFE financial resource manager. Although the financial resource management is centrally managed and executed, there are significant support requirements resident across the CIO's enterprise, especially at the combatant commands. To meet these needs, the chief financial officer has dedicated financial resource managers who directly support the CIO at each of the DoDIIS enterprise regional support centers. Located in Honolulu; Stuttgart, Germany; Tampa, Fla.; and Omaha, Neb., these resource managers interface with the CIO's remote staffs and their customers. The needs of the regional service centers, and the customers they support, are communicated to the resource managers' parent organization, FE-DSS. This relationship allows FE to ensure a close working relationship is maintained between the CIO customer and subordinate organizations. The combination of forward-presence, virtual-vertical integration with the customer and tie-back to the centrally managed financial resource management office successfully integrates the financial resource effort with the CIO's functional endeavors.

FE-DSS also adds value to the CIO's initiatives by contributing to capital equipment decision processes, business cases for executive decisions, and the preparation of redistribution proposals based on changing IT needs and priorities. By linking the strategic goals of the CIO's program submission to the Department of Defense Program Objective Memorandum along with the tactical objectives of each annual budget appropriation, FE-DSS provides long-term resources to support the CIO's IT vision.

The FE's staff in FE-DSS provides financial resource management, advice and continuity to the CIO. They possess a detailed understanding of the complex IT effort as well as thorough comprehension of the CIO's priorities and intent. Able to expertly meld these two core competencies together, FE-DSS transforms operational and strategic issues into logical and rational frameworks for executive decisions. These decisions enable the CIO to maximize resources and further IT efforts in support of the DoDIIS community. Additionally, it provides a reliable and effective vehicle for FE to exercise stewardship of the agency's funds. Together, it has proven to be a highly effective method of operations and provided added value to the IT customer.

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Clyde E. Walker

By Dana M. Black, CP

"If I could afford it, I'd pay them to let me work here," said Clyde Walker, in a quote that sums up his 39-year career at DIA's Missile and Space Intelligence Center (MSIC) in Huntsville, Ala. Walker is passionate about his job and the 400 people who work for him. He's quick to tell you that he's not retiring from his job as MSIC director because he's tired of it. "I am getting to the point in life where I need to stop and do those other things I said I wanted to do when I retired."

Walker, an aerospace engineer, came to what was then the Missile Intelligence Directorate in 1968 as an analyst — a job he remembers fondly. "As a manager, I've had a chance to make a broader difference, but, I think on one level, my most satisfying work was when I was a GS-13 analyst."

Walker has been in the unique position to witness MSIC's evolution firsthand. From Missile Intelligence Directorate to Missile Intelligence Agency to MSIC, he has seen the organization grow and improve over the years. Except for three and half years when he served as deputy director of the U.S. Army Intelligence and Threat Analysis Center (ITAC) in Washington, Walker has made MSIC his home. He's never left a job because he didn't like it; he's moved on to new challenges and opportunities—always learning from each one.

Photo by Donna C. Miller, MSIC

Walker's time at ITAC gave him a greater appreciation for the broad range of intelligence functions outside of MSIC. He has brought this knowledge back to Huntsville to ensure that MSIC employees understand the "big picture." Walker also takes pride in MSIC's tailored support for the warfighter and the improved relationships with foreign partners. But, like any proud parent, his greatest satisfaction comes from the MSIC team. The people are what he will miss the most.

"I couldn't have a position anywhere that I would value higher than being the director of MSIC. I feel really blessed to finish my career here."

Walker will retire from the agency on May 3. He plans to stay in Huntsville and volunteer with his church and in the civic arena. He also wants to dust off his equipment and get back into hunting, fishing and woodworking.

The Communiqué interviewed Walker and asked him to share his career experiences and a few parting words of wisdom.

How long have you been with DIA and where have you worked within the agency?

I came to MSIC in 1968 from NASA, where I worked with the Saturn V moon rocket program. My part of the program was finished and I didn't see any other programs coming along, so I asked about who was hiring on the base. They mentioned this organization called the Missile Intelligence Directorate. It sounded interesting to me and I took the

Clyde Walker with former President Bush at the dedication of the Richard C. Shelby Center for Missile Intelligence in 1999.

Photo submitted by MSIC

job. It turned out to be a great choice. I've served as an analyst, a division chief, an office chief, a supervisory intelligence officer and a deputy director. Now, I've been fortunate enough to finish my career as director, a position I've held for the last six and a half years.

I really have enjoyed working in the intelligence community. With NASA, I knew for months ahead what I was going to be doing — I planned my tests, I ran my tests, I analyzed the results. Everyday in intelligence is different. I've had opportunities to go back into research and development, but I felt that the intelligence mission is not only challenging, but is one that is worth doing.

What are your fondest memories with the agency?

The fondest memories have to do with the people and programs. I still get a great deal of satisfaction when people come to visit and talk about how morale is high and MSIC people are enthusiastic about what they are doing. As director, my basic goal has been to make this a good place to work. And that involves giving people interesting and challenging opportunities.

In addition, as director, I've been able to build relationships with foreign partners and try to make them more valuable to both sides. The value of these partnerships is growing every year. For example, when we do foreign materiel exploitation, there is usually one or more countries involved. I've found that working to strengthen these relationships has been a very rewarding endeavor.

What would you consider to be your greatest contribution to DIA?

I feel my biggest contribution has been tailoring the kind of technical analysis we do here at MSIC so the warfighter can use it quickly with minimal amount effort and training on their part. When I was an office chief, I had a major from Korea say, "sir, you need to understand that we only have troops in the field for a year. You need to give us products that we can use quickly — without having to do a lot of reading — and that fit into our process."

Historically, we worked very well with the engineers who were building the airplanes and tanks, etc. But we realized that we needed to take our technical product and understand what the warfighter needed to know and how they used our data. So, we started taking part in exercises in each theater. We've participated in Ulchi Focus Lens in Korea for eight or nine years, and for the last four years, we've been a part of Pacific Command's Terminal Fury exercise. The analysts who go out and work the exercises are able to learn more about the warfighting customer and bring that back to their jobs.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest change I've seen has been recently. DIA is doing the best job in my career of focusing intelligence on the policymakers and decision-level people, and working to tailor products to make them timely and relevant. This is an initiative that Vice Admiral Jacoby started to improve the intelligence product for the decision-makers in the Pentagon. He set up an Executive Support Office and challenged all of us to start thinking better about how the people making decisions needed to receive intelligence. I see that being the greatest impact in

really making sure that the intelligence work we do is used to make the decisions that affect the welfare of this country.

How has MSIC changed?

We are doing things faster. Automation has been a great change. I can remember sitting down at a big drawing table and doing drawings with ink, which would take months. By the time a product was disseminated to a customer, there was a concern it was old. Today, engineers use modern tools and do those things in hours. Not only is it faster, but we can easily change and update things and distribute the product electronically. Our analysts can be more responsive to the customer's needs.

MSIC has also benefited greatly from being a part of DIA. MSIC came under DIA in 1992, so we've been directly a part of the agency for 15 years. Of course, through all of my intelligence career, most of MSIC's work was for DIA taskers. But, being under DIA has been beneficial to us. I would not go back into a service. Our analysis is more strategic and I think it's more valued and understood within the DIA structure. We are producing more joint products and challenging our analysts and managers to think broader. We look at how to integrate our work with the other pieces of DIA to create a better product for the customer.

In the future, I see us using our technical skills to integrate and do things for the broader DIA in addition to working on our missile set. I've tried to help MSIC understand that we are a part of a bigger organization, and we can take pride in our corporate contributions as well as our individual ones.

What's something about MSIC that you don't think the larger DIA population knows?

There are a lot of our colleagues that don't know that much about us. They don't have the opportunity to get down here and see what we do. I'm really proud that we have world-class, compete-with-anybody analysts. I would stand them up against any group of engineers in their field and say they are going to be as good, if not better.

Photo submitted by Clyde E. Walker, MSIC

Clyde Walker worked on NASA's Saturn V moon rocket program before coming to MSIC in 1968.

Our mission is pretty much the same as it was 50 years ago. But, we've taken on a couple of things. We're supporting DEFSMAC — the Defense Special Missile and Aerospace Center — a joint DIA/National Security Agency organization. We are also overseeing the model and simulation work being done on the DIAC's 7th floor. We are taking our engineering and computer skills and applying them to a broader range of DIA products.

What lessons did you learn throughout your career that you would pass on to others?

Believe in what you're doing. Be passionate about what you're doing, and if you are, you'll never get tired of doing it. I told someone when I was an analyst that if I could afford it, I'd pay them to let me work here. I still feel that way today. Of course, there have been headaches and, as a manager, I deal with things that are sometimes problematic. But, I still enjoy the challenges and doing a job that I think is worthwhile. I see more and more that the things we are doing are being used by leaders to make decisions that affect this country. After 47-plus years, I still get a great deal of satisfaction from my work.

MSIC Women
MENTOR FOR THE SCIENCES

By Angela P. Morton, EO

Albert Einstein said, "It is the supreme art of the mentor to awaken joy in creative expression and knowledge." In that spirit, the Missile and Space Intelligence Center's (MSIC's) Federal Women's Program sponsored an event Jan. 25 to promote science mentoring.

Photos submitted by EO

Claudinette Purifoy speaks on the benefits of mentoring.

Guest speaker Claudinette Purifoy, a project manager with the Redstone Corps of Engineers and president of the North Alabama Chapter of the Society of Women Engineers (SWE), highlighted the influence mentoring has on career advancement.

Karen Fiorillo, DI, presents Claudinette Purifoy a certificate of appreciation.

"Mentoring is a voluntary relationship that typically focuses on interpersonal support, guidance, mutual exchange, sharing of wisdom, coaching and role modeling," said Purifoy. She summarized the benefits of mentoring, which include:

- An opportunity to share experiences.
- The personal reward from helping another person in their career path.
- A potential for feedback from younger viewpoints about current workplace projects.
- Networking opportunities.
- The opportunity to interact with future professionals who will shape the future of the agency.

Founded in 1950, SWE is a nationwide organization that promotes engineering as a highly desirable career among women. SWE empowers women to succeed and advance, as well as receive recognition and credit for their life-changing contributions as engineers, scientists and leaders. The society also supports women engineers by making a variety of courses available to assist in their career goals.

In closing, Purifoy said mentors offer challenging ideas, promote professional behavior, offer encouragement and inspiration, provide growth experiences, and share critical knowledge.

DIA 'Lady' Volunteers at Arlington

By Kimila M. Kercheville, FE

"That no solider is ever buried alone," are the words that are whispered from a special group of women known as the Arlington Ladies. With their sacred mission of ensuring no solider is ever buried alone in Arlington National Cemetery, these unique ladies stand beside the 3rd United States Infantry — "The Old Guard" — from Fort Myer, Va. Arlington Ladies are there to represent the Army, Navy or Air Force, and express their deepest sympathy and gratitude for the soldier's faithful service to the nation.

DIA's own Cecelia Smith, a supervisory budget analyst in the Office of the Chief Financial Executive's Office of the Comptroller (FE-2), is an Army Arlington Lady. Smith, and 65 other Army ladies, represent the Army chief of staff and his wife at the funerals. She is often asked by others, "How do you do this?" To her, the answer is easy. "As I drive through the gates at Arlington National Cemetery in the morning light, you know each soldier is resting there with eternal peace knowing they gave it their very best," Smith said.

Photo submitted by Cecelia C. Smith, FE

FE-2's Cecelia Smith volunteers her time as an Arlington Lady at Arlington National Cemetery.

It's takes a very special person to carry out this job — Arlington Ladies do not volunteer to participate; they are either a military wife or widow asked to become one of the select few. The ladies trace their roots back to 1948 when Air Force Chief of Staff Gen Hoyt Vandenberg's wife, Gladys, established the organization. The Army, Navy and Air Force each have representatives that make up the Arlington Ladies, totaling approximately 160 in all.

The Army Arlington Ladies became active in 1973. Smith became involved while her son, Matt, a captain in the Army, was deployed to Iraq. She volunteers her time on the third Thursday of each month, attending four to five funerals. It's a difficult time, but as Smith states, you pull your strength from the honor guard, the reason you are there, the commitment and the honor of the fallen soldier.

Cecelia Smith's son, Matt, was featured in the August 2004 Communiqué article "DIA Mom Hopes for Olympic Gold for Son." He completed a tour of duty in Iraq last August and is currently a member of the Army's World Class Athlete Program. Matt is training with the U.S. National Rowing Team with the goal of making the 2008 Olympic Rowing Team.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in December 2006 & January 2007

By the Office of Human Resources, HC

Civilian Retirements

Ralph D. Anderson, DH
Louis E. Andre III, CS
Nicholas L. Bennett, J2
Fred L. Brocker, DI
James H. Dearmond, DI
Helen D. Ferro, IG
Salvatore M. Ferro, CP
Larry W. Hardiman, DI
Judy K. Harrington, IG
Patricia A. Lezzer, HC
William A. Mussen, DH
Richard L. Payne, DS
George W. Price, DI
Eileen F. Roark, DI
John K. Rowland, MC
George E. Scearce, DH
John L. Smith, DI
Ronald D. Swenson, DI
Mary L. Walsh, DT
Philip C. Wehle Jr., DI

Employee Celebrating 45 Years Federal Service

Roy W. Green, DI

Employee Celebrating 40 Years Federal Service

Charles P. Murphy Jr., DI

Employees Celebrating 35 Years Federal Service

Michael C. Cackowski, DI
Brenda C. Day, DT
Sergio C. Diaz Jr., DI
Clarence L. Habhegger, FE
Quinn G. Hollomon, DI
Raymond J. Kane, DI
Colene D. Webster, DI
David D. Yakel, DS

Employees Celebrating 30 Years Federal Service

James H. Avery, DI
Cheong J. Chon, AE
Leona B. Givens, DI
Joan C. Hampton, DH
Linda S. Hatch, DA
Thomas R. McCabe, DI
Bruce D. Meyer, DT
Kenyon L. Moss, DH
Ellen F. Peterson, DI

Employees Celebrating 25 Years Federal Service

Stephen S. Allan, DA
Karen S. Basinger, DT
William R. Belcher, DI
Melissa G. Daston, HC
Cedric A. Fry, DH
John P. Herries, DT
Yolanda Hummel, HC
Ann Jackson, DS
Pamela J. McCue, DI
Sharon R. O'Donnell, DH
Patricia J. Schweinsberg, IE
Daniel B. Shumate, DA
June A. Slayton, HC
Alphinia A. Walker, HC
Douglas E. Wheatley, DI
Paul N. Wolfe, CE

Employees Celebrating 20 Years Federal Service

Glenn D. Allison, DI
Stephen F. Arnoe, DH
Jon M. Branaum, DI
Edward L. Cartwright, DA
Paula A. Chisholm, DA
Roger F. Daguiar, DH
James K. Kelly, DA
Kenneth A. Krantz, DA
Eddie Lee Jr., DI
Kimberly Y. Luckado, DA
Charles A. Lundy, DI
James J. McDevitt Jr., HC
Mark W. Pearce, DA
James Pilko, DS
Paul B. Rester, DH
Camille Sedar, DI
Arretha M. Smallwood-Koger, DI
Natalie Southwood, DS

Employees Celebrating 15 Years Federal Service

Francisco A. Alvarado, DS
Amy E. Bristow, HC
Michael L. Comstock, DA
John G. Crawford Jr., DI
Richard E. Crooks, DI
Jacquelin A. Davis, DS
Peter A. Dvorak, DH
G. Harold Gilbert, DI
Leonard C. Fick, DT
Drew T. Holliday, DH
Joseph A. Jenkins, DI
Yoshiko K. Karlsen, DH
Anthony S. Kuhn, DI
Vernard C. Madden, DS
Jerome J. Makowka, DS
Victoria A. McIntyre, DA
Michael M. Normile, J2

Vernie G. Pedersen, FE
Janet L. Phillips, DA
Trina D. Randall, DA
Lillian B. Samadani, DA
Lara N. Sanford, FE
John W. Scruggs, DI
Christopher I. Thomas, DS
Paul B. Thompson, DS
Octavious L. Tookes Jr., DA

Employees Celebrating 10 Years Federal Service

Donna J. Abernathy, HC
Aaron T. Ackley, DS
Jessie S. Cowhig, DH
Orville D. Dee, DI
Jean E. Dugre, DS
Tiffany R. Gary, FE
Marilyn J. Gunn, HM
Michelle R. Fredricks, DI
Jay L. Honigstock, J2
Christopher J. Knight, DH
Ritchie M. Lilly, DI
Jessica A. Massey, J2
Scott A. MacDonald, DI
Yolanda McCoy, DS
Leona D. Partis, DJ
Leigh C. Polintan, DI
John Stratton Jr., DI
Jevette L. Thomas, DI
Patrick J. Tighe, DI
Nathan E. Wilson Jr., DH

DIA Promotion to DISES

Jeffrey L. Baker, HM

DIA Promotions to GG-15

Carl D. Baner, DI
Michael L. Billingsley, DI
Angela Y. Bouknight, DJ
Paul M. Flemming, DT
Robin T. Huddleston, DI
Mark L. Joncas, DI
Thomas L'Ecuyer, DI
Michael O. McMahon, DI
Scott W. Raye, HC
Bobby J. Reighard Jr., DA
Kenneth M. Stanley, DI
Stephen T. West, DI
Matthew W. Williams, DH

DIA Promotions to GG-14

Melinda K. Baran, DI
Brunilda Betancourt, AE
Peter K. Birmingham Jr., DI
Lee A. Brown, DI
Cheong J. Chon, AE
Robert M. Clement, DI
Vernon T. Clemmons, DI
Anita B. Harvey, DI
Kebra L. Henderson, AE
Dyanna L. Hedgpath-Moore, CP
Ann L. Hernandez, DI
John H. Jackson, DT
Alvin D. Jeffery, DI
Mary V. Kasmierski, FE
Thomas C. Kuhns, DI
Islay N. Lamberty, DH
Nicholas LaPietra, DS
Kenneth J. Mackell, DA
Robert L. McGregor, DS
Nathaniel M. Mendez, DI
Marc J. Morgan, DI
Paul A. Morgan, DS
Patric E. Nissen, HM
Heather Notter, DI
Richard J. Ogletree, HM
Eric P. Olsen, DI
Charles P. Price, DI
David R. Salvagnini, DI
Darryl L. Shepard, DI
Clarence L. Soong, DA
Randall J. Stewart, DI
Curtis L. Stovall, DA
Jay M. Strohm, DI
Michael W. Thomas, DH
David B. Webb, DH
Stephen T. White, DA
Connie F. Williams, DA
Donald J. Wyma, DI
Susan N. Zimmerman, DI

DIA Promotions to GG-13

Arthur P. Bambalis, DI
Robert S. Barocas, DI
Michelle N. Batten, DJ
Naphtali Benyamin, DI
James-Christian B. Blockwood, DI
Leslie E. Card, CS
Janet W. Cho, DI
Jeffrey M. Chock, DT
Chiara D. Eccher-Micheli, DA
Brian M. Finch, DH
Julia Gershov, DI
Michael L. Gold, DI
David L. Hawkins, DI
Andrew L. Headley, DT
Kimberly M. Hepler, DI
Michael Hertzberg, DI
Dawn M. Holloway, DT
Thomas A. Hooper, DI
Rebecca E. Johnson, DT
Thomas I. Judkins, DA
Keith R. Konen, DS
Jonathan L. Low, DI
Laverne D. Minix, DH
Felicia M. Mitchual, DH
Melodie N. Moore, DI
Shilpa K. Moorthy, DI
Ever Morales, DI
Danielle M. Murtha, DI
Mirriam-Grace C. Navarro, DA
Andrew M. Pettigrew, DI
Jessica M. Reeves, DI
Karen A. Ruster, DI
Michael W. Rutledge, DI
Anthony J. Saccavino, DI
Lauren E. Schuster, DI
Tony T. Smith, DA
Anya M. Steward, DS
Tamika C. Stidham, DH
Anna M. Taylor, CS
Birgit E. Waidmann, DI
Cara M. Wells, DI

DIA Promotions to GG-12

Adeel Ahmed, DI
Christopher M. Armao, DI
Elena A. Asban, DI
Stephanie Y. Baggage, DS
Robert S. Barocas, DI
Jason A. Barrett, DI
Kelley S. Battig, FE
Colon B. Bowden III, DS
David E. Burk, DI
Groslyn M. Burton, DJ
Raymond J. Caron, DI
Paula J. Castro, DA
Zachary L. Constantino, DI
Amy D. Creech, DI
Kristen K. Dedinsky, FE
Amanda D. Dyson, DH
Catherine S. Elbare, DI
Tony M. Ellis, DI
Daniel E. Folliard, DI
Fernando L. Garcia Jr., DI
Katherine A. Giffen, DI
Christopher M. Grant, DI
Karen E. Graulich, J2
Melanie A. Hanna, DS
Julie C. Harbour, DI
Michelle L. Henderson, DI
Nathaniel H. Hill, DI

John M. Horton, DI
E'Lecia D. Johnson, DI
Patrick I. Johnson, DS
Sinkyung Kim, DI
Kathryn Kolowich, MC
Tammy G. Kuhn, DI
Teresa A. Love, DI
Darlene E. Nasani, DI
Jaeda L. Pang, DI
Flowarin Patanakul, DI
Pretita Y. Perkins, FE
Rosanna M. Piluso, FE
Mohammed N. Qureshi, DI
Jaime E. Ramos, DA
Anita L. Reynolds, FE
Matthew J. Ricciardi, GC
Louise D. Sims, DS
Tamara L. Slater, DJ
Alberta J. Souza, DS
Darryl K. Stevens, DI
Eric H. Stupar, MC
Carrie B. Swanner, DI
Carolyn W. Thomson, DI
Emily G. Vasquez, FE
Jeffrey B. Vollers, DI
Birgit E. Waidmann, DI
Laurie L. Weisser, DI
Cara M. Wells, DI
Candace P. Williams, DI
Carol G. Withrow, DS

DIA Promotions to GG-11

Courtland G. Ballou Sr., DI
Donald Barton Jr., DI
Emil P. Boudreau, DA
Tiffany L. Eppelheimer, DI
Rosanah Fung, DI
Blair Goff, DI
Jenny L. Handy, DI
Brian C. Johnson, DA
John M. Juico, DS
JoAnn Kohlbrand, DI
Jason Larson, DI
Patrick J. Lee, J2
Justin S. Mankin, DI
Carolyn L. Marshall, DI
Pedro O. Milo, DI
Katherine E. Rahmlow, DI
Javier P. Scott, DA
Patrick E. Sinaguinan, DI
Chuck A. Theis, DT

DIA Promotions to GG-10

Lisa A. Akins, DA
Nancy J. Baugh, AE
Jonathan E. Butler, DT
Nathaniel A. Esty, DA
Linda S. Evans, DA
Bradford C. Fish, DA
Jason C. Haddix, DS
Jennifer P. Jones, DI
Jocelyn D. Knight, DI
Joshua H. Kwicinski, DI
Kathy B. McKenzie, DA
Kenneth D. Metzler, DS
Jessica L. Morgia, DI
Cherilyn Polhamus, DA
Meredith L. Smith, DI
Tonya Y. Turner, DS
Kay L. Watkins, DA
Darren A. West, DI
Debra E. Williams, DI

DIA Promotions to GG-09

Valeria B. Armstrong, DA
Isiah S. Badger, DA
Frank P. Bartos, DI
Brandon M. Baumbach, DA
Derek J. Child, DA
Dionne R. Ford, DA
Dolly C. Regis, DH

DIA Promotions to GG-08

Brandon L. Carlson, DS
Riley C. Freelove, DI
Nadeem G. Iqbal, DI
Tabitha D. Jett, DA
Liliya M. Levina, FE
ZacLyn V. Miller, DI
Kristy M. Nottingham, DI
Denise R. Shanks, DA
Karen L. Watjen, DA

DIA Promotions to GG-06

Lauren A. Shrem, HC
Kimberly R. Ventresca, HC
Meredith M. Wilson, HC

DIA Promotion to GG-05

Maria K. Yoo, HC

Army Promotions

LTC Charles S. Chenoweth, DI
LTC Gregory Polizzi, DI
LTC Niklas H. Putnam, DI
LTC Steven D. Stanley, DI
MAJ David F. Coy, DI
CW4 Luis R. Olivares, IG
SFC Bethrece O. Cheek, HC
SFC Billy J. Stanley, DS
SFC Irish A. White, DI
SSG Eligia J. Smith, HC

Air Force Promotions

SMSgt Andrew R. Alexander, DT
MSgt Ronnie C. Walker, DH
TSgt Jeremy A. Amborn, DH

Navy Promotions

PO1 LaRisha P. McKnight, DS
PO1 Reva L. Stout, DS

Marine Corps Promotion

MSgt Gary M. Hornsby, DI

on the HORIZON

events for APRIL & MAY 2007

April

April 1 April Fools' Day

April 5 ODNI Town Hall with the DIA Work Force, time is TBD, Tighe Auditorium

April 8 Easter

April 11 Swing with CWF Spring Golf Tournament, 1 p.m., The Courses at Andrews, South Course

April 12 Crossing Boundaries, noon to 1 p.m., location is TBD

April 12 Communications Board Meeting, noon to 1 p.m., Pentagon Room 2A668

April 13 The Leadership Roundtable sponsored by LEAP and the Center for Leadership and Professional Development, 11:30 a.m. to 12:30 p.m., location is TBD

April 15 Income Tax Day

April 15 Holocaust Remembrance Day

April 22 Earth Day

April 24 DIAC In the Bag Vendor's Fair, 10 a.m. to 2 p.m.

April 25 Clarendon BJ's Wholesale Club Membership, 11 a.m. to 1 p.m.

April 25 Administrative Professionals Day

April 26 National Take our Daughters and Sons to Work Day

April 29-May 4 DoDIIS Worldwide Conference, Chicago

May

Asian-Pacific American Heritage Month

May 3 DIAC Sparkling Ideas Jewelry and Ice Cream Social, 10 a.m. to 2 p.m.

May 5 Cinco de Mayo

CINCO DE MAYO

May 10-13 Public Service Recognition Week, Open to the Public, on the Mall

May 10 Clarendon Pre-Mother's Day Ice Cream Social, 11 a.m. to 1 p.m.

May 10 Communications Board meeting, 11:30 a.m. to 12:30 p.m., DIAC location is TBD

May 13 Mother's Day

May 13 Crystal Park Cappuccino Social, 11 a.m. to 1 p.m.

May 16 Crystal Park Ice Cream Social, 11 a.m. to 1 p.m.

May 19 Armed Forces Day

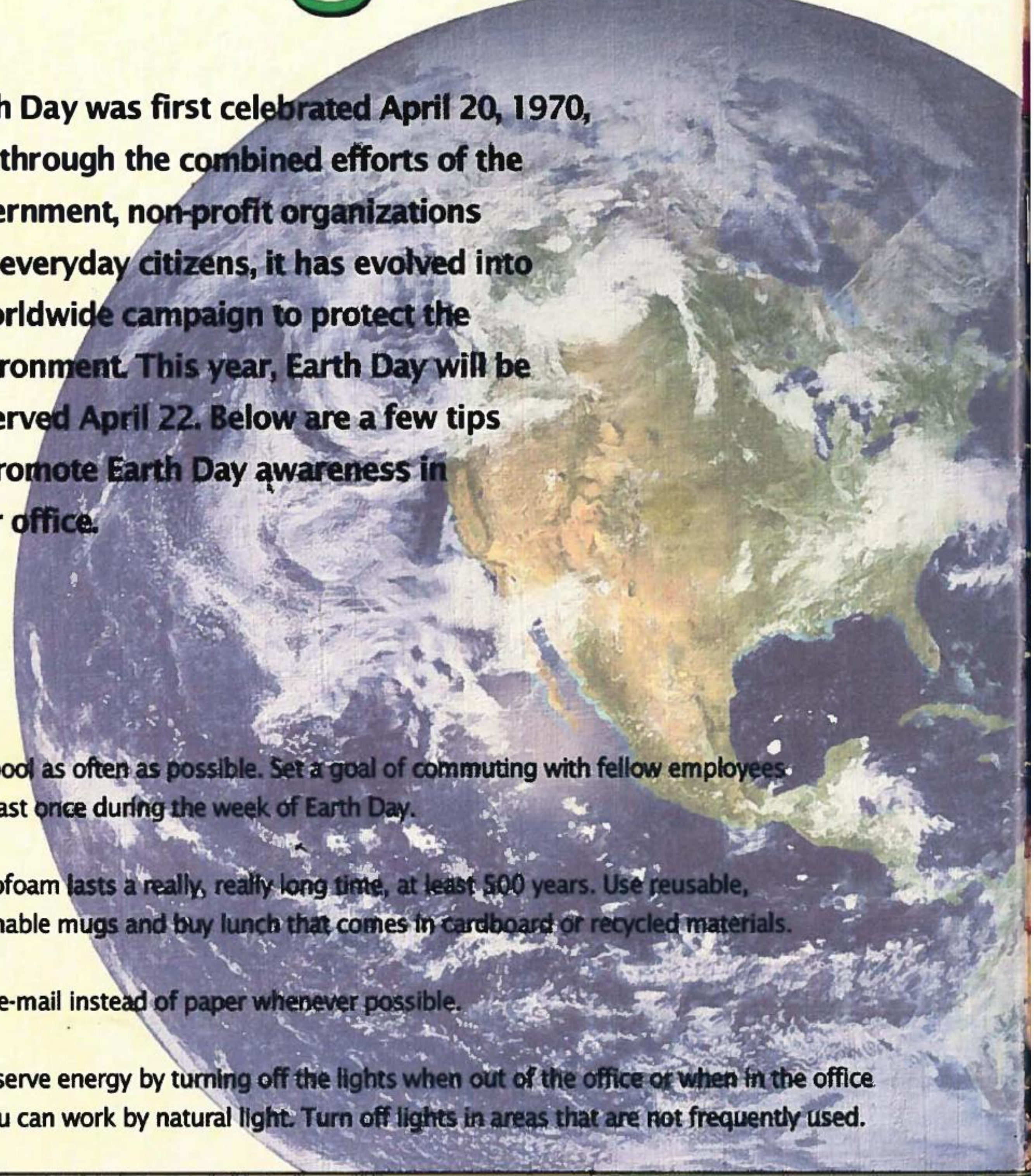
May 24 DLOC Ice Cream Social, 11 a.m. to 1 p.m.

May 26 CWF Memorial Day Weekend Atlantic City Shopping Escapade, Atlantic City, N.J., 7 a.m., DIAC

May 28 Memorial Day

For further information or updates concerning these events, please refer to the Internal Communications Web site.

Going Green



Earth Day was first celebrated April 20, 1970, and through the combined efforts of the government, non-profit organizations and everyday citizens, it has evolved into a worldwide campaign to protect the environment. This year, Earth Day will be observed April 22. Below are a few tips to promote Earth Day awareness in your office.

- Carpool as often as possible. Set a goal of commuting with fellow employees at least once during the week of Earth Day.
- Styrofoam lasts a really, really long time, at least 500 years. Use reusable, washable mugs and buy lunch that comes in cardboard or recycled materials.
- Use e-mail instead of paper whenever possible.
- Conserve energy by turning off the lights when out of the office or when in the office if you can work by natural light. Turn off lights in areas that are not frequently used.
- Dress warmly and lower thermostats by one or two degrees on Earth Day to conserve energy.
- Recycle paper, plastic and other recyclable materials. If your office doesn't have a recycling program, start one.